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MASSACHUSETTS
FINANCIAL RESOURCES
DIRECTORY

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MASSACHUSETTS

FINANCIAL RESOURCES

DIRECTORY



Commonwealth of Massachusetts
Michael S. Dukakis, Governor- Evelyn F. Murphy, Secretary of Economic Affairs-
Ronald M. Ansin, Commissioner

TABLE OF CONTENTS

I.	<u>PRIVATE SECTOR FINANCING.</u>	3.
	Massachusetts Industrial Finance Agency	4.
	Massachusetts Technology Development Corporation	6.
	Community Development Finance Corporation	7.
	Massachusetts Capital Resources Company	8.
	Massachusetts Business Development Corporation	9.
	Venture Capital	10.
	Union Mortgage Brokers of New England	11.
	Massachusetts Main Street Center	12.
	Small Business Administration	14.
	Economic Development Administration	16.
	Trade Adjustment Assistance Program	18.
	Farmers Home Administration	19.
	3% Investment Tax Credit	21.
II.	<u>COMMUNITY BASED ECONOMIC DEVELOPMENT RESOURCES</u>	22.
	Financing The Construction Of Off-Street Parking Facilities	23.
	Community Development Block Grant - Entitlement	24.
	Community Development Block Grant - Small Cities	25.
	Urban Development Action Grants	26.
	Community Development Action Grant Program	27.
	Community Economic Development Assistance Corporation	28.
	Office Of Community Enterprise Economic Development Program	29.
	Commercial Area Revitalization District (CARD) Plans	30.
	Negotiated Tax Agreements - Chapter 121-A	31.
	Massachusetts Government Land Bank	32.
	Coastal Zone Management Community Assistance Grants	33.
	Coastal Energy Impact Program	34.
	Leeway Law	35.
III.	<u>TRANSPORTATION PROGRAMS</u>	36.
	Massachusetts Transit Funding	37.
	Urban Systems Roadway Improvements	38.
	Highway Planning and Development	39.
IV.	<u>SEWER AND WATER RESOURCES</u>	43.
	Sewage Treatment Construction Grants	44.
	Sewer Collection System Grants	45.
	Drinking Water Filtration Facilities	46.
	Repair And Rehabilitation Of Water Systems	47.
	Massachusetts Clean Lakes Program	48.
V.	<u>HOUSING PROGRAMS</u>	49.
	Massachusetts Housing Finance Agency	50.
	Neighborhood Housing Services	51.
	Family Housing Program	53.
	Elderly Housing	54.
	Elderly And Handicapped Housing	55.
	Handicapped Housing	56.
	Rural Rental Housing	57.
	Farm Labor Housing	58.
	Moderate Rehabilitation	59.
	Rental Assistance - Existing Housing	60.
	Rental Assistance Program	61.
	Low-Interest Rehabilitation Loans	62.
	Secondary Mortgage Programs	63.
	Property Improvement Loan Insurance	64.
	Mortgage Insurance	65.
	Urban Homesteading	66.
	Tax Incentives for Rehabilitation of Older Structures	67.

TABLE OF CONTENTS

IV. <u>FOUNDATIONS</u>	71.
The Acushnet Foundation	72.
Pird Companies Charitable Foundation, Inc..	72.
Cabot Corporation Foundation, Inc..	73.
Fidelity Foundation	73.
Filene (Lincoln and Therese) Foundation, Inc.	74.
Kendall (The Henry P.) Foundation	74.
Rowland Foundation, Inc.	75.
Stearns (Artemas W.) Trust.	75.
Cummins Engine Foundation	76.
Lilly Endowment, Inc.	76.
Mott (Charles Stewart) Foundation	77.
The Ford Foundation	78.
International Paper Company Foundation.	79.
Lavanburg (Fred L.) Foundation.	79.
Norman Foundation, Inc.	80.
Rockefeller Brothers Fund	81.
Rothschild (Herbert and Nannette) Fund, Inc..	81.
Whitney (John Hay) Foundation	82.
United States Steel Foundation, Inc..	83.
VII. <u>MANPOWER TRAINING ASSISTANCE</u>	84.
Job Training Partnership Act of 1982.	85.
Bay State Skills Corporation.	87.
VII. <u>GUIDE TO STATE ACRONYMS</u>	89.

PRIVATE SECTOR FINANCING

These programs are aimed at providing expanding and emerging firms with access to the capital necessary to support their growth. The programs are federally sponsored, state sponsored, and privately sponsored with a specific public purpose. Most programs are aimed at providing debt capital for fixed assets (land, buildings and equipment), although several programs are aimed at providing equity and "near-equity" capital for growth needs.

MASSACHUSETTS INDUSTRIAL FINANCE AGENCY

STATE-MIFA

The Massachusetts Industrial Finance Agency (MIFA) is an independent state agency established to promote expansion of small businesses in Massachusetts through use of investment incentives. MIFA also provides loan insurance for qualifying applicants.

INDUSTRIAL REVENUE BOND PROGRAM

MIFA issues tax-exempt Revenue Bonds (IRBs) for industrial development projects involving land acquisition, plant construction, expansion or renovation, or equipment purchases. MIFA also must approve any IRB issued by a local Industrial Development Financing Authority (IDFA). IRBs may finance up to 100 percent of the project cost, although borrowers are subject to a \$10 million capital expenditures limit. Pollution control projects and qualified solid waste disposal facilities are exempt from the \$10 million ceiling.

COMMERCIAL AREA REVITALIZATION DISTRICT (CARD) PROGRAM

Commercial projects are eligible for IRB financing if they are located in a Commercial Area Revitalization District (CARD). CARDS are established at the local level for older commercial centers and must be approved by the Executive Offices of Communities and Development. Eligible projects within these areas include building renovation or new construction for retail and office use, as well as for parking garages and hotels. Residential projects are eligible only if they are part of a mixed commercial and residential development and must comply with federal requirements for housing projects.

LOAN GUARANTY PROGRAM

MIFA's loan guaranty program can provide additional security for lenders by reducing their net exposure while increasing loan amounts to their customers. MIFA will guaranty up to 40 percent of the loan amount. The loan must be secured by a first mortgage lien on the new or improved plant or equipment to be

financed. The guaranteed loan cannot exceed 90 percent of the value of real estate or 80 percent of the cost of equipment securing the loan. MIFA will guaranty qualifying tax-exempt loans, conventional loans and letters of credit from lending institutions, and qualifying CARD projects.

Who applies:

Any project qualifying for MIFA financing must create employment in Massachusetts, and the proceeds from the tax-exempt loan must be used strictly to acquire and improve land, or purchase depreciable assets such as plant and equipment. Working capital and refinancings are not eligible. Companies are urged to contact MIFA to determine eligibility before committing to a project.

Contact:

Charles Kireker, Executive Director
Massachusetts Industrial Finance Agency
125 Pearl Street
Boston, MA 02110
(617)451-2477

STATE-MTDC

The Massachusetts Technology Development Corporation (MTDC) is a publicly-funded but independently operated venture capital organization.

The purpose of MTDC is to provide working capital to new and expanding high technology companies which have the capacity to generate significant employment growth in Massachusetts as well as other public benefits.

MTDC makes both debt and equity investments, usually in the form of a direct purchase of common or preferred stock accompanied by a loan on very favorable terms. All MTDC investments are made as part of a joint venture with conventional private sector investors. MTDC assists companies to locate compatible private sector investors for such joint ventures.

MTDC will invest a minimum of \$100,000 and a maximum of \$300,000 in a first-round institutional financing. Generally, the private sector investors who are MTDC's partners will invest two to four times the amount of capital which MTDC provides.

MTDC also assists companies through its Financial Packaging Program and its Management Assistance Program. These programs provide "investment packaging" assistance by helping companies locate appropriate private sector financing, without any investment of MTDC capital.

Who Applies:

Any business can apply by submitting a business plan with a brief cover letter indicating how much capital the company would like MTDC to invest.

Contact:

Mr. John Hodgeman, President
MTDC
84 State Street
Suite 500
Boston, Massachusetts 02109
(617) 723-4920

COMMUNITY DEVELOPMENT FINANCE CORPORATION

STATE-CDFC

The Community Development Finance Corporation (CDFC) is a public corporation that invests money in business enterprises sponsored by community development corporations (CDC's) in economically depressed areas of Massachusetts.

New and existing businesses (either privately owned or controlled by the CDC) are selected through review of business plans and community impact evaluations in conjunction with CDC's. To qualify, these businesses should: (1) increase full-time employment, to primarily benefit residents of the CDC target area; (2) show that they are unable to meet their capital needs because of unavailability or high interest rates from traditional sources; and (3) have a reasonable expectation of being successful. Eligible activities for these businesses include commercial, industrial, or real estate venture or other economic development activity undertaken in the "target area".

small Venture capital in the form of debt and equity financing is generally offered at terms more liberal than those of the private market and negotiated individually with CDFC. CDFC cannot own more than 49% of the equity of an enterprise and no more than 20% of CDFC's funds can be committed to a single enterprise.

Who Applies:

New and existing businesses which are privately owned or controlled by community development corporations (CDC's).

Contact:

Mr. Charles T. Grigsby, President
Community Development Finance Corporation (CDFC)
Suite 600
131 State Street
Boston, MA 02109
(617) 742-0366

MASSACHUSETTS CAPITAL RESOURCES COMPANY

STATE-MCRC

The Massachusetts Capital Resource Company became operative in 1978. It was formed by nine of the state's domestic (that is, in-state) life insurance companies to provide unsecured loans -- in the form of debt and equity financing -- to small and medium size firms which are unable to secure comparable financing from other sources. The maximum loan amount for any one loan is \$5 million with maturities of not less than five years.

An investment committee made up of members from the life insurance companies, a Gubernatorial appointee, and an urban loan specialist evaluate and act on specific investments.

An investment pool of \$100 million was established in 1978 and out of this, \$20 million is made available each year for investments.

Who Applies:

Small and medium sized firms unable to secure conventional financing. Those not eligible are real estate developers, financial intermediaries, retailers, construction contractors, public utility companies, and firms which have a Moody's bond rating of Baa or higher.

Contact:

Mr. William J. Torpey, President
Massachusetts Capital Resource Company
545 Boylston Street
Suite 1100
Boston, MA 02116
(617) 536-3900

MASSACHUSETTS BUSINESS DEVELOPMENT CORPORATION

MBDC

The Massachusetts Business Development Corporation (MBDC) is a private corporation under state charter which provides loans to private for-profit and non-profit firms which are unable to obtain financing from conventional lenders. Loans may be used for purchase or construction of fixed business assets (land, plant, equipment) and for working capital loan. These loans must also expand employment opportunities in the state and make economic sense.

Loan terms are similar to conventional loans although MBDC allows for floating interest rates and longer terms (as much as 20 to 25 years) and can provide up to 100% financing, depending on need. If it is warranted, MBDC will help secure an FMHA or SBA guarantee for the loan.

MCDC

Massachusetts Business Development Corporation (MBDC) has created Massachusetts Certified Development Corporation (MCDC) for the purpose of providing expansion financing for Massachusetts businesses. MCDC is a statewide certified development company licensed under the U.S. Small Business Administration's Section 503 Program. Management is provided by MBDC's staff on a contract basis.

MBDC will become actively involved, if needed, both in the primary financing with a company's bank and on a consulting basis with MCDC to process applications under the SBA 503 program. In this manner MBDC will frequently be able to offer "one stop financing".

Who Applies:

Private for-profit or non-profit firms which are unable to obtain financing from conventional lenders.

Contact:

Mr. Kenneth Smith, President
Massachusetts Business Development Corporation
One Boston Place
Boston, MA 02108
(617) 723-7515

VENTURE CAPITAL

Venture Capital implies investment in a business enterprise in return for an equity position in that corporation with the speculation that as the business grows and prospers, the value of that equity position will increase.

An investor or group of investors, contribute capital to the enterprise seeking funds in return for an equity position in that corporation. Furthermore, at some favorable time in the not too distant future (usually 3-6 years) it will be possible for the investor to convert the value of that equity position into cash or other liquid assets. Thus the appreciation of his investment will be in the form of capital gains. What distinguishes the true venture capitalist from any other investor is the techniques he employs to achieve his goals, and the degree of risk associated with this type of investment.

The Massachusetts Department of Commerce sponsors semi-annual Venture Capital Fairs, bringing together emerging companies and venture capital companies.

Who Applies:

Any company seeking equity financing who meets the criteria below:

1. Firm is or will be marketing a product.
2. Firm must have a working business plan and current financial statements.
3. Firm has potential annual growth rate of 15% and an anticipated pre-tax margin of 10-15% of sales.
4. Firm is seeking capital in the general range of \$200,000 to \$3,000,000.
5. Firm's basic operations are in Massachusetts.

Contact:

Joseph Donovan, Director
Office of Financial Development or
Massachusetts Department of Commerce
100 Cambridge Street, 13th floor
Boston, MA 02202
(617) 727-3048

Rene O'Laughlin Eleey, Assistant Director
Office of Financial Development
Massachusetts Department of Commerce
100 Cambridge Street, 13th floor
Boston, MA 02202
(617) 727-2932

UNION MORTGAGE BROKERS OF NEW ENGLAND

The pupose of the Union Mortgage Brokers of New England is to provide permanent mortgage money to developers and industrial concerns building new facilities within Massachusetts. The Foundation is an organization of pension funds used for financing new union construction in Massachusetts. Rates tend to be lower than current market rates and can include an equity position to lower cash flow requirements.

Who Applies:

Real Estate projects over \$1 million.

Contact:

Mr. Richard Kronish
Union Mortgage Brokers of New England
435 Statler Office Building
Boston, MA 02116
(617)423-7632

MASSACHUSETTS MAIN STREET CENTER

STATE-EOCD

The Massachusetts Main Street Center was established within the Executive Office of Communities and Development's (EOCD) Division of Community Services on October 1, 1980. The Massachusetts Center is part of a nationwide three year demonstration program of the National Trust for Historic Preservation. The goal of the Main Street program is to encourage economic revitalization within the context of historic preservation.

Massachusetts has chosen Amesbury, Edgartown, Northampton, Southbridge, and Taunton to participate with the Massachusetts Main Street Center in the program. They were selected for their uniqueness and diversity of economic and social conditions, architecture, history, location, and size. Equally important was the ability to carry out a downtown improvement program that can be transferred to other communities throughout the Commonwealth. The Main Street program hinges on four strategies: 1) Organization to provide a coordinated strategy for revitalization by broad-based local leadership in each participant community; 2) Design to make Main Street attractive and functional; 3) Promotion to revive the excitement and activity of Main Street; and 4) Economic Restructuring to develop a healthy retail climate to enable the downtown to meet modern marketing needs. A downtown manager is used to implement the program. This person has duties similar to a shopping mall manager -- organizing merchants, designing joint promotions and advertising, advising on facade design and merchandising issues, and assisting with financing and marketing strategies.

The role of the Massachusetts Main Street Center is to provide technical assistance to the communities. The assistance is designed to give the downtown manager, local officials and merchants the tools to implement a comprehensive downtown revitalization program.

Tax incentives for rehabilitation are important tools to consider when improving buildings in historic downtowns. Main Street property owners should be aware of the benefits of the 1976 Tax Reform Act and the Revenue Act of 1978. However, because financial and tax matters can be complex, it is important to consult first with financial professional to make sure that the tax treatment chosen is the best option for the particular circumstances. Main Street Center and Massachusetts Historic Commission are sources of information for Tax Act requirements.

Who Applies:

Amesbury, Mass., Edgartown, Mass., Northampton, Mass., Southbridge, Mass. and Taunton, Mass.

Contact:

Ms. Kathleen Bartolini, Director
Massachusetts Main Street Center
Executive Office of Communities and Development
Room 904
100 Cambridge Street
Boston, MA 02202
(617) 727-3197

SMALL BUSINESS ADMINISTRATION

FEDERAL-SBA

The federal Small Business Administration (SBA) administers various programs which provide loans and management assistance to small businesses. Some of the agency's most important programs include the following:

Small Business Loan Guarantee and Loan Program (Section 7A): Small manufacturers, wholesalers, service enterprises, farmers, and other businesses can receive an SBA guarantee for up to 90% (\$500,000 maximum) of a loan made by a private lender. Under some circumstances, a direct loan of up to \$150,000 can be arranged. Eligible businesses are independently owned and operated, not dominant in their field of business, and fall within SBA size guidelines (these vary according to type of business activity).

Certified Development Company Loans (Section 503): The SBA 503 is an alternative form of expansion financing. Specifically, the program has been created to provide second mortgage financing at low cost for small business concerns acquiring real property and equipment when such accommodation is not available from conventional sources.

The loan proceeds may be applied to:

Fixed Assets:

- . purchase of land and/or buildings
- . machinery and equipment
- . construction
- . renovations/leasehold improvements
- . related costs (legal, architectural, etc.)

The financing package is a combination of two loans involving Massachusetts Certified Development Corporation and a participating bank. The typical structure of the financing, while somewhat flexible, is usually broken down as follows:

50%--Participating bank (of applicant's choice) at bank term and bank rate.
(MBDC may be used as the primary lender in participation with the applicant's bank.)

40%--MCDC debenture, guaranteed by SBA, generally at Treasury Bond rates (average 2-3 points below prime).

10%--Equity injection by applicant.

Eligible businesses, under the Small Business Administration's small business classification, are defined as for-profit companies generating active (not investment) income whose total net worth is less than \$6 million. The average net profit of those companies, after taxes, must be less than \$2 million per year for the last 2 years.

Small Business Investment Companies (SBICs) and Minority Enterprise Small Business Investment Companies (MESBICs): SBICs and MESBICs are capital corporations formed to encourage private sector investment in small businesses. MESBICs focus on financing minority-owned firms. Equity funds, long-term loans, and management assistance are provided for start-ups, expansions or acquisitions, particularly to innovative ventures developing new products or markets. MESBICs and SBICs must be chartered as corporations or as limited partnerships with a corporate general partner. Both must have adequate capital (usually \$500,000) to provide reasonable assurance that they can be operated actively and profitably.

Contact:

Small Business Administration
Boston District Office
150 Causeway Street
Boston, MA 02114 or
Ms. Marie Kelord (Section 7A)
(617) 223-3125
Mr. Richard F. Tomeo (Section 503)
(617) 223-3201
Mr. Michael G. Durant
(Management Assistance Program)
(617) 223-3196

Robert Hull (SMICs and MESBICs)
Small Business Administration
Suite 250
1020 15th Street N.W.
Washington, D.C. 20417
(202) 653-6930

ECONOMIC DEVELOPMENT ADMINISTRATION

FEDERAL-EDA

The Economic Development Administration (EDA) has a wide variety of programs aimed at encouraging economic development including public works programs, business loans, and economic planning grants. Four of the major programs and their current regulations are described below:

Title I Public Works and Development Facilities: States, municipalities, special authorities, and public or private non-profit organizations are eligible to apply for grants for the acquisition, development, or expansion of public works facilities. Included are: water and sewer systems, site improvements for industrial parks, factories and port facilities. These funds cannot be used for the acquisition of land. Grants are for 50% to 80% of project cost depending on location. In order to apply for grants, an area must have an approved Overall Economic Development Program (OEDP) on file with EDA.

Title II Business Development Loans: Any public or private entity including non-profit corporations, sole proprietorships and partnerships are eligible to apply for direct loans, to be used for the acquisition of fixed assets (land, building, equipment, machinery); land preparation; building rehabilitation; and working capital for industrial or commercial enterprises. Loans are available for up to 65% of project cost with up to 25 years to repay for fixed asset loans, and 5 years for working capital loans. Interest rates are based on the current U.S. Treasury borrowing rates. EDA also guarantees up to 90% of the unpaid balance of loans and up to 90% of rental payments on guaranteed leases; interest rates on guaranteed loans are at prevailing market rates.

All loans must be consistent with the area's Overall Economic Development Program and be approved by a state or local economic development agency. In Massachusetts, this function is normally performed by the Governor's Development Office.

Title III Economic Development Planning Grants: Government entities and organizations engaged in planning economic development activities can apply for

direct grants to fund planning, staffing and administrative expenses related to economic development planning projects. A 25% non-federal match is required.

Grants are for one year and are ordinarily renewed.

Supplemental and Basic Grants Program (Section 304): The 304 program provides states (which must provide a 25% match) with monies to initiate and enhance eligible economic development projects. The types of eligible projects includes: grants for public works and development facilities; loans for public works and development facilities; business and industrial loans and loan guarantees; grants for technical assistance, research, and economic development planning; and grants for special economic development and adjustment assistance. Projects must conform to the state's economic development goals and policies.

Who Applies:

The EDA programs in general, the following are eligible to apply: the authorities and quasi-public corporations created by the state or by municipalities; non-profit organizations representing any redevelopment area or part thereof; and private profit-making entities.

Contact:

Mr. William Fitzhenry
Economic Development Administration
441 Stuart Street
Boston, MA 02116
(617)223-6468

TRADE ADJUSTMENT ASSISTANCE PROGRAM

FEDERAL-ITA

This program is aimed at helping firms (and/or workers) which can demonstrate that increased imports are an important cause of decreases in the firm's production or sales and of actual or threatened unemployment.

In order to serve firms affected adversely by increased imports, ITA has funded a Trade Adjustment Assistance Center.

ITA technical assistance may be used to develop and/or implement an economic adjustment plan for eligible firms. The Trade Adjustment Center staff of consultants may provide assistance in the areas of marketing, engineering, financing, or management.

ITA financial assistance may be the form of direct loans or loan guarantees, and used: to supply working capital for implementation of an adjustment plan; or for acquisition, construction, or installation of land, facilities, or machinery.

It should be noted that there is a parallel program to provide special income protection to workers who lose their jobs or whose hours of work are reduced as a result of increased foreign imports. This program is administered by the Department of Labor. Once the job type and individual are designated as eligible, weekly compensation in addition to the state's unemployment insurance payment is paid. Seventy percent of the worker's previous wage, or the national average weekly manufacturing wage, whichever is greater, will be paid for up to 52 weeks. Counselling and some financial assistance for retaining, job search, and relocation are also available under certain circumstances. For more information on this program (for workers), contact your local Massachusetts Division of Employment Security Office.

Who Applies:

Firms which can demonstrate that they have been adversely affected by increased imports.

Contact:

Blanche M. Greenhill
Trade Adjustment Assistance Center
620 Statler Office Building
Boston, MA 02116
(617) 542-2395

FARMERS HOME ADMINISTRATION

FEDERAL-FmHA

The Farmers Home Administration (FmHA) administers several programs directed toward economic development in "rural" areas. Many of Massachusetts' older centers (particularly in Western Massachusetts) qualify as "rural."

Business and Industrial Loans: Public, private or cooperative organizations, or individuals in rural areas are eligible to apply for guaranteed loans (up to 90% of principal and interest). Loans may be used for: business and industrial acquisition; construction; repair; modernization; purchase of land; machinery and equipment; furniture and fixtures; start-up and working capital; processing and marketing facilities; and pollution control. Interest rates, consistent with market rates, are determined between the borrower and a private lender.

Loans are repayable over 30 years on land, buildings and permanent fixtures; 15 years on machinery and equipment; 7 years on working capital. A 10% to 30% equity investment may be required. Generally the minimum loan size is \$500,000.

Community Facility Loans: Public agencies, as well as non-profit corporations, are eligible to apply for loans to construct or improve community facilities which provide essential services to rural residents. Towns and special purpose districts of 20,000 population or less are eligible. Facilities which provide residents with safety and protection (such as fire, police, rescue and ambulance services) are given first priority. Loans in excess of \$1,000,000 are discouraged. The interest rate on these loans change quarterly, a maturity of up to 40 years or the life of the security, whichever is less.

Who applies:

Water and Waste Disposal Laws and Grants: Municipalities, counties, special purpose districts, and non-profit corporations of 10,000 population or less are eligible for funds to improve water and waste disposal facilities. Priority is given to towns and Districts with less than 5,500 population having inadequate water or waste disposal systems.

The interest rate on these change quarterly and the maximum term is 40 years.

Grants may be for up to 75% of development costs.

Contact:

Local FmHA office in Acton, Bourne, Hadley, Holden, Gardner, Pittsfield, or Raynham.

or

Mr. Craig Dore, Director
Community and Business Programs Division
Farmers Home Administration
Massachusetts State Office
451 West Street
Amherst, MA 01002
(413)253-3471

3% INVESTMENT TAX CREDIT

STATE

Chapter 658 of the Acts of 1982 as enacted, has extended the 3% investment tax credit to corporations engaged in manufacturing, research and development and agricultural or commercial fishing for all taxable year ending before December 31, 1985.

Qualifying property shall be tangible personal property and other tangible property including buildings and structural components of buildings acquired by purchase and used by the corporation in the Commonwealth and which is depreciable under Section One Hundred and Sixty-Seven of the Internal Revenue Code and has a useful life of four years or more or is considered recovery property under Section One Hundred and Sixty-Eight of said Code.

The amount of credit shall be three percent of the cost or other basis for Federal income tax purposes of qualifying tangible property acquired, constructed, reconstructed or erected during the taxable year, after deduction therefrom of any Federally authorized tax credit taken with respect to such property.

Also, this credit still applies to a corporation renting or leasing tangible property; otherwise qualifying for the credit under this Section from a regional business development corporation or authority authorized under Chapter Fourty D or a regional business development corporation organized as a non-profit corporation under any special Act, shall be deemed to have acquired such property by purchase.

Who Applies:

Corporations engaged in manufacturing, research and development, commercial fishing, or agricultural enterprise.

Contact:

Mr. Charles Keegan
Bureau of Corporations
Department of Revenue
215 First Street
Cambridge, MA 02142
(617) 727-4273

COMMUNITY BASED ECONOMIC DEVELOPMENT RESOURCES

This section contains a brief description of the various programs that are available to assist local governments, neighborhood organizations and other community-based organizations, in planning for the development and implementation of projects. The type of assistance these programs provide is often critical in ensuring a project's success.

Although the eligible applicants and specific purpose of each of these programs may differ, they are all designed to increase the expertise and the capacity of the applicant to design a project plan which can be effectively implemented.

FINANCING THE CONSTRUCTION OF OFF-STREET PARKING

FACILITIES IN COMMERCIAL AREA REVITALIZATION

DISTRICTS FOR CITIES AND TOWNS CHAPTER 13

STATE

To assist cities and towns through an agency created for that purpose in undertaking projects providing off-street parking facilities in commercial area revitalization districts. By authorizing grant funds of \$50 million of which \$2 million is presently available; granted in amounts determined equitable by the Secretary of Administration and Finance.

These regulations are filed as emergency regulations in order to allow grant recipients to initiate requests for funding and to start design and construction.

Who Applies:

Any city, town, consortium or commission appointed by a city, town or consortium may apply for grant funds to undertake a project.

Contact:

Robert Garrity
Capital Planning
McCormack Building, 15th floor
1 Ashburton Place
Boston, Mass. 02108
(617) 727-4053

COMMUNITY DEVELOPMENT

BLOCK GRANT - ENTITLEMENT

FEDERAL-HUD

Established in 1975, this program distributes funds to all cities of 50,000 or less population and all SMSA central cities regardless of population with specific amounts based on a formula set by Congress. Activities eligible for funding are broadly defined, including construction of public facilities such as parks, streets, fire stations, and community centers, housing rehabilitation programs, social services and economic development programs. The activities must be related to a community development strategy and needs statement, and must principally benefit low and moderate income residents.

Who applies:

Any of the 39 cities and towns listed below:

Adams, Arlington, Boston, Brockton, Brookline, Cambridge, Chelsea, Chicopee, Dedham, Fall River, Fitchburg, Framingham, Gloucester, Haverhill, Holyoke, Hull, Lawrence, Leominster, Lowell, Lynn, Malden, Marlborough, Medford, New Bedford, Newburyport, Newton, North Adams, Peabody, Pittsfield, Plymouth, Quincy, Revere, Salem, Somerville, Springfield, Taunton, Waltham, Weymouth, Worcester

Contact:

Your Local Community Development Department
or
Mr. Robert L. Paquin, Director
Community Planning and Development Division
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-4184

COMMUNITY DEVELOPMENT
BLOCK GRANT - SMALL CITIES

FEDERAL-HUD

The Small Cities Community Development Block Grant program was established in 1978. These funds are awarded annually by the HUD Area Office based on the scoring of applications received from across the state. The scoring is in accordance with federal regulations detailing the areas of program impact. The grants are administered by the state, giving the program more flexibility. These grants may run for a single year or a three year project period. Generally single year projects emphasize housing rehabilitation programs while multi-year comprehensive projects coordinate several components with related community development efforts and may include activities not directly related to housing.

Who Applies:

This program is open to any city or town with a population of less than 50,000.

Contact:

Ms. Robin Drill Campbell
Executive Office of Communities and Development
14th floor
100 Cambridge Street
Boston, MA 02202
(617)223-0494

URBAN DEVELOPMENT ACTION GRANTS

FEDERAL-HUD

Initiated as part of President Carter's Urban Policy in 1977, this program encourages private investment and development in distressed urban areas, through the leveraging of private funds with federal funds. The federal funds can be used to provide direct loan assistance to developers, as Lowell did for Wang Laboratory to build an office building, or they can be used to finance public construction to facilitate private efforts like New Bedford's filling in an unused harbor basin allowing for expansion of a fish processing plant. Another example is the construction of a parking garage in Boston to support the development of a hotel and shopping mall at Lafayette Place.

The program is limited to communities that meet HUD's "distress" criteria, with applications accepted quarterly. Annual funding in excess of \$400 million nationally shows the importance placed on this program. Activities eligible for funding can be virtually any component of a development program that is tied to a private commitment. Typically, HUD looks for projects which "leverage" private commitments equal to at least five or six times the public investment.

Applications are accepted quarterly, with metropolitan city applications received during the first month of each federal quarter. Small cities, cities with a population of less than 50,000, submit their applications during the second month of the quarter.

Who Applies:

The determination of eligibility is made by HUD based on a set of "distress" criteria that measure such factors as age of housing, unemployment, and population decline. The community must also have demonstrated progress in providing housing and employment opportunities to low income people.

Contact:

In Boston:

Mr. Robert L. Paquin, Director
Community Planning and Development Division
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-4184

In Washington

Ms. Margaret Swell
Director
Office of Urban Action Grants
U.S. Department of Housing and Urban Dev.
Room 7232
451 Seventh Street, SW
Washington, D.C. 21410
(202) 755-6195

COMMUNITY DEVELOPMENT ACTION GRANT PROGRAM

STATE-CDAG

The Massachusetts Community Development Action Grant Program (CDAG) was established as part of Chapter 789 of the Acts of 1981. The CDAG program is a valuable new development tool offered by the Commonwealth to support projects aimed at attracting and leveraging private investment, creating new employment opportunities, and revitalizing distressed areas in cities and towns throughout the state.

EOCD has responsibility for the administration and implementation of new CDAG initiative which is open to all cities and towns. The program is funded by general obligation bonds of the Commonwealth. CDAG funds are distributed through a competitive process under two funding rounds. \$8.8 million was available in Round I and \$8.7 million in Round II, commencing in 1983.

Who Applies:

Any city or town, acting through its municipal officers, including but not limited to its urban renewal agency, may apply to EOCD for a specific grant amount to fund a particular economic development initiative. CDAG applications are limited to one per community in each funding round. Grant awards are limited to an amount not to exceed \$2.5 million per project in any one funding round. All projects must show a private to public CDAG leverage of at least 2.5 to 1.

Contact:

J. Murph Yule
Economic Development Specialist
Executive Office of Communities
and Development
9th floor
100 Cambridge Street
Boston, MA 02202
(617) 727-7180

or

John Loehr
Executive Office of Communities
and Development
9th floor
100 Cambridge Street
Boston, MA 02202
(617) 727-7130

COMMUNITY ECONOMIC DEVELOPMENT ASSISTANCE CORPORATION

STATE-CEDAC

Created in 1978, the Community Economic Development Assistance Corporation (CEDAC) became fully operational in the spring of 1979. This quasi-independent agency offers technical assistance to community development corporations (CDC's) and other non-profit community-based organizations in economically depressed areas of the state. Eligible projects must increase or retain employment and investment in these communities.

CEDAC's nine member Board of Directors must approve each project. Selection is based on: (1) the quality and number of jobs created; (2) degree to which a project will be locally controlled and/or owned; (3) the other benefits, such as social services, brought to the community; (4) the overall viability of the project; and (5) the degree of need or economic distress in the target area. CEDAC's assistance is provided by its staff of four professionals or by consultants hired by the corporation. Activities include organizational development, financial planning and packaging, market research, management training, and legal services. The corporation cannot make grants.

Who Applies:

Community development corporations (CDC's) and other community based organizations in economically distressed areas of the state.

Contact:

Mr. Carl Sussman, Executive Director
Community Economic Development Assistance Corporation
Suite 800
8 Winter Street
Boston, MA 02108
(617) 727-0506

OFFICE OF COMMUNITY ENTERPRISE ECONOMIC DEVELOPMENT PROGRAM

STATE-EOCD

The Community Enterprise Economic Development Program (CEED), administered by the Executive Office of Communities and Development (ECOD), provides funds to community development corporations and other community-based organizations to pursue for economic planning and venture development strategies and leverage funds for specific economic development projects.

Who Applies:

Community development corporations (CDC's) or other community based organizations with strong resident representation on an elected board of directors, in economically-distressed areas.

Contact:

Annette Rubin-Casas
Division of Social and Economic Opportunity
Office of Community Enterprise and Economic Development
Room 1103
100 Cambridge Street
Boston, MA 02202
(617) 727-7127

COMMERCIAL AREA REVITALIZATION DISTRICT

(CARD)

LOCAL-STATE-EOCD

Commercial firms in approved revitalization districts are now eligible for important financial incentives - tax-exempt revenue bond financing, mortgage insurance, and state tax credits in high property tax communities. To be eligible for these programs, the commercial activity must be located in an approved Commercial Area Revitalization District (CARD), typically an older downtown area. CARD plans are developed by the community and submitted to the Executive Office of Communities and Development (ECOD) for review and approval. To qualify, the area must be an older, established commercial area experiencing (or threatened by) physical decay. EOCD has published guidelines on how to prepare a CARD plan, and has staff available to assist cities and towns in the process.

Once the CARD plan has been approved, commercial firms in the area may apply for tax-exempt revenue bond financing from the Massachusetts Industrial Finance Agency (MIFA).

Who Applies:

All communities in Massachusetts are now eligible to apply for a CARD plan designation for qualified areas of their city or town.

Contact:

John Young
Division of Community Services
Executive Office of Communities and Development
Room 904
100 Cambridge Street
Boston, MA 02202
(617) 727-3197

NEGOTIATED TAX AGREEMENTS-CHAPTER 121-A

LOCAL-STATE-EOCD

This Massachusetts General Law enables communities to attract private development to blighted, substandard, or decaying areas through the negotiation of a tax agreement for a term of up to 40 years. The development supported with this type of agreement is often a low-income or elderly housing development. The community in deciding to negotiate this type of agreement, must determine if the development will make a long-term contribution to the community deserving a tax agreement. The procedure for negotiating this agreement requires the Executive Office of Communities and Development (except in Boston) to approve the application for the proposed development. The procedures for the application and approval process are spelled out in a publication, entitled Chapter 121-A: A Handbook for Local Officials.

Who Applies:

Usually a single purpose corporation is formed to utilize Chapter 121-A. Partnerships, joint-venture corporations, non-profit corporations, insurance communities, saving cooperatives and bank consortiums are eligible to apply for this agreement.

Contact:

Ms. Arlene Browne
Executive Office of Communities and Development
Room 904
100 Cambridge Street
Boston, MA 02202
(617) 727-3253

MASSACHUSETTS GOVERNMENT LAND BANK

STATE

The Land Bank was formed in 1975 to finance the acquisition and development of former military bases in the Commonwealth. Since then the Land Bank has worked closely with local communities to establish acceptable redevelopment plans for the Poston Naval Shipyard, both in Charlestown and South Boston, Westover Air Force Base, and the Chelsea Naval Hospital.

Legislation enacted in 1979 enlarged the authority of the Land Bank to work on the acquisition and redevelopment of surplus state properties, surplus federal property, and blighted land which has either been developed or is unused open space. The Land Bank considers applications for both small and large industrial, commercial and residential developments. The criteria for Land Bank involvement include financial feasibility, public benefit, community support and the leverage of private investment.

The Land Bank has access to \$40 million, three fourths of which is currently committed. In most instances the Land Bank limits its investments to between \$250,000 and \$3 million.

Who Applies:

Local municipalities wishing Land Bank assistance should contact them early in the planning process. Developers are also encouraged to contact the Land Bank directly.

Contact:

Mr. Jeffrey A. Simon, Executive Director
Government Land Bank
Suite 900
6 Beacon Street
Boston, MA 02108
(617) 727-8257

COASTAL ZONE MANAGEMENT
COMMUNITY ASSISTANCE GRANTS

STATE-EOEA

The Massachusetts Office of Coastal Zone Management (CZM) provides technical assistance to coastal communities.

Technical assistance is available to address short-term coastal problems, such as drafting waterfront bylaws and planning for public access.

Who Applies:

All 79 communities in the Massachusetts Coastal Zone are eligible.

Contact:

Mr. Larry McCavitt
Coastal Zone Management
Executive Office of Environmental Affairs
Room 2006
100 Cambridge Street
Boston, MA 02202
(617) 727-9530

COASTAL ENERGY IMPACT PROGRAM

STATE-EOEA

The Coastal Energy Impact Program (CEIP) has limited funds available to cities and towns with jurisdiction over coastal land accommodating or adjoining energy development activity. These funds are being used for state participation in the Outer Continental Shelf (OCS) Formula Grants. This program funds up to 70% of the cost of planning and providing new or improved public services required because of OCS oil and gas related activity. Funding is used most often for pier expansion and related facilities but also includes police and fire protection activities and equipment, schools, water supply, roads, docks, waste collection and treatment, hospitals, and health care.

Who Applies:

Local governments with jurisdiction over coastal land accommodating or adjoining energy development activity.

Contact:

Mr. Larry McCavitt
Coastal Energy Impact Program
Executive Office of Environmental Affairs
100 Cambridge Street
Boston, MA 02202
(617) 727-9530

LEEWAY LAW

STATE-BANKING DEPARTMENT

The so-called "Leeway-Law" was enacted by the Massachusetts Legislature in 1970 to enable both savings banks and cooperative banks to directly invest in development projects (or business ventures) they would not otherwise be authorized to invest in. Banks seeking ways to display their commitment to the communities they serve can take the initiative in community revitalization efforts by participating directly in development plans. The Leeway Law provides a great deal of freedom to banks to play a number of roles in the development process. Banks can provide the equity as well as the financing needed to get a project moving.

Working usually through a solely owned subsidiary, a bank can purchase, develop, and manage property. The size of a bank's leeway investments are limited to a maximum of 5% of total deposits, anything over 3% must be invested in urban renewal type projects, and only 2% of total deposits on any single investment.

Who applies:

Savings banks and cooperative banks.

Contact:

Mr. Edward F. Flynn, Jr.
Deputy Commissioner of the Banking Department
20th Floor
100 Cambridge Street
Boston, MA 02202
(617) 727-3139

TRANSPORTATION

This section describes the program available to assist urban areas throughout the Commonwealth in upgrading and improving their transportation network.

The program described in this section: the Transportation Planning and Development Process, Urban Systems, and Urban Mass Transit Administration, are primarily federal programs administered by the State's Executive Office of Transportation and Construction. In the last few years, as the concept of transportation began to be seen as an integral part of community revitalization efforts, these programs have played an increasingly key role in ensuring the success of many urban development projects.

MASS TRANSIT FUNDING

FEDERAL-STATE-UMTA-EOTC

Four major types of funding are available from the Federal Urban Mass Transit Administration (UMTA) to regional transit authorities for mass transit improvements. The following funding categories are presently available: (a) planning monies for the design and study of the mass transit system, with 80% funding from the federal government; (b) operating monies for the provision of transit service, with 50% coming from the federal government, 25% from the state, and 25% from the service communities; (c) capital improvement monies for the acquisition of transit equipment and facilities, with 80% to be provided by the federal government, 10% by the state, and 10% to be assessed to the service communities for the Sections 5, 9A and 9 programs and 75% to be provided by the Federal Government and 25% by the state and localities for the Section 3 program.

In addition to the MBTA, there are 14 regional transit authorities in Massachusetts.

Who Applies:

Regional transit authorities apply through the normal transportation planning and development process, working with the Executive Office of Transportation and Construction.

Contact:

Regional transit authority

or

Mr. Donald Sullivan
Director of Transit Assistance Division
UMTA Regional Office
Transportation Systems Center
55 Broadway
Room 930
Kendall Square
Cambridge, MA 02142
(617) 494-2055

URBAN SYSTEMS

ROADWAY IMPROVEMENTS

FEDERAL-STATE-DOT-DPW

Funding under the Urban Systems program can be used for transportation improvements to existing arterial roadway systems. Eligible activities include reconstruction, removal of on-street parking, realignment, sidewalk improvements, municipally owned street lighting, traffic safety devices, and tree planting along improved roadways. Monies can also be used to pay for the replacement of spaces lost through the removal of on-street parking in an Urban Systems project.

75 percent of the cost of these projects is paid by the federal government and the remaining 25% by the state. Certain Urban Systems funds are earmarked to urbanized areas and cities with high density; the balance is distributed to other urban and urbanized areas statewide.

In order for a community to move its project along expeditiously, it should use local funds to produce designs which can be approved at the state level for construction financing.

Who Applies:

Eligible municipalities with a Federal Census Urban Area.

Contact:

Mr. Sumner Hoffman
Urban Systems Coordinator
100 Nashua Street
Room 531
Boston, MA 02114
(617) 727-9400

HIGHWAY PLANNING AND DEVELOPMENT

STATE-MDPW

The Massachusetts Department of Public Works (M.D.P.W.) has the statutory responsibility for the development of statewide transportation plans and programs. The M.D.P.W. is also responsible for the disbursement of State Aid to communities for the purpose of highway construction and repair, and is the designated agency for the receipt and disbursement of Federal-Aid highway funds.

The MDPW's operations are distributed among eight (8) separate District offices. These District offices are the local level of contact between communities and the MDPW. Requests to the MDPW to study and solve highway or highway related transportation problems should originate at the District level.

Regional Planning Agencies (R.P.A.) are responsible for comprehensive regional planning and are the lead transportation planning agency in their region.

The R.P.A. is also a resource to communities, supplying technical direction to aid communities in the resolution of their transportation problems.

Who Applies:

Individuals, local organizations or agencies through their Regional Planning Agency.

Contact:

Mr. Michael Meyer
Bureau of Transportation Planning and Development
100 Nashua Street, Room 910
Boston, Mass. 02114
(617) 727-5120 or

MDPW District Office

1. MDPW District #1 Office
270 Pittsfield Road
Lenox, MA 01240
Tel. (413) 637-1750
2. MDPW District #2 Office
North King Street
Northampton, MA 01060
Tel. (413) 584-1611
3. MDPW District #3 Office
403 Belmont Street
Worcester, MA 01604
Tel. (617) 754-7204
4. MDPW District #4 Office
519 Appleton Street
Arlington, MA 02174
Tel. (617) 648-6100
5. MDPW District #5 Office
485 Maple Street
Danvers, MA 01937
Tel. (617) 774-3190

Regional Planning Agency Addresses

1. Berkshire County Regional
Planning Commission
10 Fenn Street
Pittsfield, MA 01201
Tel. (413) 442-1521
2. Franklin County Department of
Planning
Court House
Greenfield, MA 01301
Tel. (413) 774-3167
3. Lower Pioneer Valley Regional
Planning Commission
26 Central Street
West Springfield, MA 01089
Tel. (413) 781-6045
4. Montachusett Regional Planning
Commission
76 Summer Street
Fitchburg, MA 01420
Tel. (617) 345-7376
5. Central Mass. Regional Planning
Commission
71 Elm Street
Worcester, MA 01609
Tel. (617) 756-7717

6. MDPW District #6 Office
1000 County Street
Taunton, MA 02780
Tel. (617) 824-6633

6. Northern Middlesex Area Commission
144 Merrimack Street
Lowell, MA 01852
Tel. (617) 454-8021

7. MDPW District #7 Office
1000 County Street
Taunton, MA 02780
Tel. (617) 824-6633

7. Merrimack Valley Planning Commission
350 Main Street
Haverhill, MA 01830
Tel. (617) 374-0519

8. MDPW District #8 Office
400 "D" Street
South Boston, MA 02210
Tel. (617) 482-0811

8. Metropolitan Area Planning Council
110 Tremont Street
Boston, MA 02108
Tel. (617) 451-5785

9. Old Colony Planning Council
9 Belmont Street
Brockton, MA 02401
Tel. (617) 583-1833

Regional Planning Agency Addresses

10. Southeastern Regional Planning and
Economic Development District
25 Barnum Street
Taunton, MA 02780
Tel. (617) 824-1367
11. Cape Cod Planning and Economic
Development District
First District Court House
Barnstable, MA 02630
12. Martha's Vineyard Commission
P.O. Box 1447
Oak Bluffs, MA 02557
Tel. (617) 693-3453
13. Nantucket Planning and Economic
Development District
Town and County Building
Nantucket, MA 02554
Tel. (617) 228-9625

SEWER AND WATER

This section describes the major sources of federal and state funding available to assist urban areas in meeting their sewer and water needs. These programs are administered by the Executive Office of Environmental Affairs, and form a critical link in ensuring adequate physical capacity to accommodate growth. The 201 Program provides a community with funding for the planning, design and construction of sewers and wastewater treatment facilities. A recently enacted state law is also described which will provide funding for the construction of lateral sewers and collection systems which can assist an urban area in creating or retaining employment opportunities.

Of equal importance to urban areas is the continued adequacy of the Commonwealth's drinking water supply. Many older urban areas face a variety of water supply problems including the need to rehabilitate old water distribution systems and to treat contaminated supplies.

SEWAGE TREATMENT CONSTRUCTION GRANTS

FEDERAL-STATE-EPA-DWPC

This program provides federal and state funding on a matching basis for construction of wastewater treatment and collection facilities (that is, for sewers and for sewage treatment plants). The State Division of Water Pollution Control administers the "201" program. Under the terms of the program, the Environmental Protection Agency pays for 75% of project cost, and state and local government share the remainder on a 15%-10% basis. The construction grant process consists of three steps, each requiring a complete application prior to funding: Step 1 involves facilities planning, Step 2 is for final design, and Step 3 is for the actual construction financing. The Clean Water Act of 1977 requires "201" grant recipients to analyze alternative and innovative treatment processes; and furthermore, the Act provides for grants of 85% of allowable construction costs for treatment works that use alternative and innovative treatment processes.

Who Applies:

All Massachusetts cities and towns are eligible for the "201" program.

Contact:

Mr. Thomas C. McMahon
Division of Water Pollution Control
1 Winter Street
Boston, MA 02108
(617)292-5643

SEWER COLLECTION SYSTEM GRANTS

STATE-DWPC

Enacted in 1979, this program will provide 60 million in state grant funds over the next five years to construct sewer systems for which federal aid is not available. Grants are to be made in an amount not to exceed 50% of a project's cost and are to be made in accordance with a priority system established under Division of Water Pollution Control regulations. The Division has established two separate sets of priority criteria: one for ranking "economic benefit sewer projects", and the second for ranking "collection system projects".

With respect to economic benefit projects, only projects that assist in creating or retaining long-term employment opportunities will be considered for funding. A complete project information form must be submitted with each application.

Who Applies:

Any Massachusetts city or town may submit to the Division a sewer collection system project for inclusion on either the economic benefit or collection priority list by completing and filing the appropriate project information form, prior to April 1st of each fiscal year.

Contact:

Mr. Thomas C. McMahon
Division of Water Pollution Control
1 Winter Street
Boston, MA 02108
(617)292-5643

DRINKING WATER FILTRATION FACILITIES

STATE-EOEA

Under this program the state can reimburse municipalities or water districts not served by the MDC for 30% of the cost of water filtration facilities constructed between January 1, 1973 and January 1, 1978. Those facilities which began or will begin construction after January 1, 1978 can be reimbursed for 50% of the cost of construction. Should federal funds be provided for the construction of a water filtration plant funded by the state, the municipality or water district must reimburse the state by the amount that federal funds exceed 40% of the construction costs. At the present time the only priority for granting awards is that those communities under boiling orders receive highest priority. The

Who Applies:

All Massachusetts communities (other than those in the MDC) and water districts.

Contact:

Mr. George A. Howland, III, P.E.
Director
Construction Grant Program
Division of Water Supply
1 Winter Street
Boston, MA 02108
(617) 292-5774

REPAIR AND REHABILITATION OF WATER SYSTEMS

CHAPTER 286, ACTS OF 1982

STATE-EOEA

This program will provide \$60 million in 50% matching grants to communities and water districts, 5% of which will go toward leak detection programs, the remaining 95% for the rehabilitation or replacement of water mains, laterals and associated distribution elements. In addition only 5% can go to any one community or district. The Department of Environmental Quality Engineering has established criteria for receipt of grants which includes a community's unaccounted for water usage, the institution of an ongoing leak detection program, water pressure for fire protection, and the institution of a comprehensive water resources management program.

Who Applies:

All Massachusetts communities and water districts are eligible to apply.

Contact:

Mr. George A. Howland, III, P.E.
Director, Construction Grants Program
Division of Water Supply
1 Winter Street
Boston, MA 02108
(617) 292-5770

MASSACHUSETTS CLEAN LAKES PROGRAM

STATE

With the passage of Chapter 628, MGL 1982, this authorized 3 million dollars per year of state monies to be specifically expended for restoration or preservation of the Commonwealth's lakes and great ponds. According to Administrative Regulations and Guidelines developed, grants will be awarded to public entities to undertake diagnostic-feasibility studies of publicly owned lakes and ponds over 10 acres in size. In 1975 an inventory of lakes in Massachusetts identified 2859 lakes and ponds of which 57% (1636) were 10 or more acres in size. The 1636 lakes and ponds over 10 acres contain 96% of total lake area. If restoration or preservation is found to be feasible, additional grants will be awarded to undertake the recommended actions.

Based on the studies already completed and back-log of requests in hand, it is felt that applications will exceed the funding authorization for the foreseeable future. Applications will be prioritized in accordance with criteria to be specified in the regulations or guidelines and grants will be awarded to the highest priority projects to the limit of annual funding.

When it is found that restoration or preservation is not feasible, the lake or pond will be eligible for consideration for maintenance actions under the provisions of Chapter 722 of 1969, the Nuisance Aquatic Vegetation Control Program.

Who Applies:

All Massachusetts Cities and Towns are eligible.

Contact:

Mr. Thomas C. McMahon, Director
Division of Water Pollution Control
One Winter Street
Boston, MA 02108
Telephone: (617) 292-5643

HOUSING

This section contains a brief description of the variety of federal and state funding programs that are available to help ensure an adequate supply of housing within urban areas. For the most part, these programs are limited to providing opportunities for low and moderate income persons.

Programs described in this section are those which provide funds to local housing authorities for the acquisition/construction/rehabilitation of scattered site housing for low-income families, as well as housing for the elderly. In addition, the various state and federal programs which provide rent subsidies for low income persons are also discussed.

Other programs described in this section involve the use of tax-exempt bonds to finance both rental housing and homeownership opportunities for low and moderate income persons. Further described are three federal programs which can offer financing as well as technical assistance to those individuals interested in rehabilitating their homes.

The federal government's efforts to increase the availability of private financing for housing production through loan and mortgage insurance and the creation of a secondary mortgage market are described in this section as well.

MASSACHUSETTS HOUSING FINANCE AGENCY

STATE-MHFA

The Massachusetts Housing Finance Agency (MHFA) is a self-supporting state agency charged with financing and promoting the construction, purchase, and/or rehabilitation of housing in the Commonwealth for people of varied economic means.

The Agency accomplishes this by selling tax-exempt securities to private investors, and loaning sale proceeds to limited-profit developers, non-profit developers, and individuals, at interest rates which are lower than those available through conventional lenders.

Who applies:

These loans are provided for:

- the construction or the construction and permanent financing of mixed-income apartments or cooperatives in which 25% of the units are reserved for low-income households;
- the purchase of newly-constructed single-family homes or existing one to four unit properties, in cooperation with participating Massachusetts lenders; and
- the modernization or weatherization of existing residential properties in older urban areas of the Commonwealth.

Through these loan programs, the Agency has channeled over \$1.6 billion of private sector investment into housing efforts across the state.

Contact:

Public Information Department
Massachusetts Housing Finance Agency
50 Milk St.
Boston, MA 02110
(617) 451-3480

NEIGHBORHOOD HOUSING SERVICES

LOCAL-FEDERAL

A new type of neighborhood preservation effort is underway in the Columbia-Savin Hill and Mission Hill neighborhoods of Boston, in the Upper Hill neighborhood of Springfield, and in Chelsea. In these neighborhoods, Neighborhood Housing Service (NHS) Corporations have been established to assist home-owners in rehabilitating their homes and reinvesting in the neighborhood. The services provided include: housing rehabilitation counseling, financial counseling, referrals to participating lending institutions, and construction monitoring. The success of these efforts is the composition of the NHS Corporations, which consist of representatives from the neighborhood, local lending institutions, and government. Together, they work to improve the neighborhood and preserve the housing stock through assistance to individual homeowners. The lending institutions are expected to make financing available to residents in addition to contributing to the funding of the operating costs of the NHS. Local government is expected to support this commitment with needed public improvements and increased city services. The NHS also receives assistance and support from the Federal Urban Reinvestment Task Force, a multi-agency group including the Department of Housing and Urban Development, the Federal Home Loan Bank Board and others. The Task Force assists in forming the corporation, in providing start-up funds, and in identifying the needs of the neighborhood and how to best meet them.

Neighborhoods selected for this program should exhibit a substantial percentage of owner-occupied structures, difficulty in obtaining mortgage financing, and basically sound housing structures showing signs of some deterioration, where typical repairs cost in the range of \$6,000 per unit. The neighborhood residents should exhibit a willingness to preserve their community and have

strong support from the local government and area lending institutions. The Urban Reinvestment Task Force is continually assisting in the establishment of new NHS corporations.

Who Applies:

Homeowners in the four designated neighborhoods should contact the NHS for assistance. Groups interested in establishing a NHS in their neighborhood should contact the Massachusetts office for more information.

Contact:

Local Neighborhood Housing Services Offices:

In Boston, Columbia-Savin Hill,
Tom Limerick: (617) 282-2900

In Boston, Mission Hill,
Jim Hoffman: (617) 442-5449

In Chelsea, William Neukomm:
(617) 889-1375

Neil McBride, in Springfield
(413) 739-4737

Jane Ford, in Quincy
(617) 770-2227

Brian Kasprzyk, in Lawrence
(617) 682-1398

or

Margo Kelly or David Parish
Neighborhood Reinvestment Corporation
27 School Street
Boston, MA. 02108
(617) 523-2010

FAMILY HOUSING PROGRAM

CHAPTER 705

STATE-EOCD

The Chapter 705 program provides scattered-site housing for low income families in the state, through grants to local housing authorities. Local housing authorities use these funds to construct, buy, and/or rehabilitate single homes or small multi-unit (up to 24 units) structures.

The program is designed to be flexible and can accommodate a wide range of activities, including condominium purchase and adaptive re-use projects.

Preference is given to proposals, which: (1) provide large housing units (at least three bedrooms) at reasonable costs, and (2) are coordinated with other local community development efforts, especially in older neighborhoods. Tenants under the 705 program pay a maximum of 25 percent of their net income toward rent.

Who Applies:

Local housing authorities apply directly to the Executive Office of Communities and Development.

Contact:

Ms. Kathryn Kasch
Family Housing Coordinator
Bureau of Housing Development
Executive Office of Communities
and Development
Room 1404
100 Cambridge Street
Boston, MA 02202
(617) 727-5884

ELDERLY HOUSING

CHAPTER 667

STATE-EOCD

Chapter 667 provides housing for low income elderly and handicapped persons, through financial assistance to local housing authorities. Funding is awarded for new construction, major rehabilitation, or acquisition of standard housing, as well as for congregate facilities. Presently, priority is being placed on adaptive reuse of existing buildings or new construction in downtown areas. As in all state public housing programs, the rent that tenants are required to pay cannot exceed 25% of their net income. Operating subsidies are provided to these projects where rental income cannot cover operating costs. Five percent of the units in each project must be specifically designed and made available to handicapped persons of any age.

Who Applies:

The local housing authority applies directly to the Executive Office of Communities and Development.

Contact:

Ms. Dorothy Altman, Coordinator
Bureau of Housing Development
Executive Office of Communities and Development
Room 1404
100 Cambridge Street
Boston, MA 02202
(617) 727-5384

ELDERLY AND HANDICAPPED HOUSING

SECTION 202

FEDERAL-HUD

This program makes long-term direct loans to finance rental or cooperative housing facilities for low and moderate income elderly and handicapped persons. HUD provides long-term direct loans for major rehabilitation or new construction of the housing facilities. Loans can be made for 100% of total development costs. In addition to the Section 202 funding, eligible applicants will receive a special set-aside of Section 8 housing assistance to subsidize on-going operations.

A minimum cash investment of 1/2% of the total HUD-approved loan, with a maximum of \$10,000 is required of the applicant. Interest rates are set annually by the Secretary of HUD and are based on the average U.S. Treasury borrowing rate during the preceding fiscal year, plus an additional 1% for HUD administrative costs.

Who Applies:

Private non-profit corporations and cooperatives may qualify as sponsors.

Households of one or more persons, the head of which is at least 62 years old or is handicapped, are eligible to live in the structure.

Contact:

Ms. Eleanor White
Multi-Family Housing Division
Boston Area Office
U.S. Department of Housing and
Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-4161

HANDICAPPED HOUSING

Chapter 689

STATE-EOCD

The Chapter 689 program is a forerunner in the development of housing for the handicapped in the nation. This program has three proto-type development options. They are a family-type community residence, a shared living space congregate facility, and a traditional apartment complex. These options permit flexibility in the type of non-elderly handicapped citizens served, including both the mentally and the physically disabled.

In addition to increasing the overall supply of accessible housing for low-income handicapped citizens, the Chapter 689 program is intended to promote equal housing opportunities in communities throughout the State, both in those cities and towns where handicapped programs are not available and in those where there is a limited supply of inexpensive rental housing.

Because of the diversity of urban, rural and suburban housing authorities and the specific needs of the handicapped, the development options will be flexible to suit the needs of the community as well as the programatic needs of the sponsor. Development funds may be expended for the acquisition and rehabilitation of existing housing, for adaptive re-use of existing non-residential buildings, or for new construction. Examples of possible options include:

- . acquisition of existing single-family homes or multi-family buildings for conversion into community residence or congregate use;
- . combining 689 units with family projects, by building jointly on the same site with a single construction contract;
- . reuse of building or sites acquired through tax title proceedings with Community Development Block Grant funds; and
- . transfer of municipally owned buildings such as schools to housing authorities for conversion into housing units.

Contact:

Mr. Stephen M. Spinetto
Handicapped Housing Coordinator
Executive Office of Communities and Development
100 Cambridge Street
Boston, MA 02202
(617) 727-5884

RURAL RENTAL HOUSING

FEDERAL-FMHA

This Farmers Home Administration (FmHA) program provides mortgage financing for the development of rental housing in communities with a population of less than 10,000, and those towns between 10,000 and 20,000 not located in a Standard Metropolitan Area or contiguous to a larger urban center. Many of

Massachusetts' smaller urban centers qualify in this sense as "rural."

Applications are prioritized by the Farmers Home Administration to projects in areas or communities having a higher percentage of substandard housing; projects in areas or communities having the lowest median per capita income; located furthest from urbanized areas; and communities that do not currently have subsidized rental housing. Generally, projects do not exceed 40 units. An eligible borrower may receive an interest credit subsidy which may reduce the interest rate to as low as 1%. This interest rate reduction is passed on to eligible tenants in the form of reduced rental rates.

Who Applies:

Individuals, non-profit corporations, consumer cooperatives, public housing authorities, limited partnerships, and private corporations apply directly to the Farmers Home Administration.

Contact:

Mr. John Cooper
Farmers Home Administration
451 West Street
Amherst, MA 01002
(413)253-3471

FARM LABOR HOUSING

FEDERAL-FMHA

This program is part of the Farmers Home Administration's farm operation assistance program. The grants and loans made under this program are for the construction, rehabilitation, and related development of housing for farm laborers. The housing is kept simple and low-cost and can be built on an individual farm or in a location that provides housing for a group of laborers. Funding for the program is not allocated to the State office, but rather is administered directly from Washington, D.C. The Farmers Home Administration's Massachusetts office helps in the preparation and submission of applications. Anyone interested in building this type of housing should contact the State office for assistance.

Who Applies:

Individual Farmers, family farm cooperatives or partnerships and associations of farmers can apply for loans. State agencies, public and private non-profit organizations and local government and associations of farm workers can apply for grants as well as loans.

Contact:

Mr. John Cooper
Farmers Home Administration
451 West Street
Amherst, MA 01002
(413) 253-3471

MODERATE REHABILITATION

Section 8

FEDERAL-STATE/HUD-EOCD

This program is designed to encourage a landlord to improve his units by the guarantee of Section 8 rental assistance at an increased level in return for a negotiated level of improvements to bring the property up to minimum standards. The Section 8 guarantee will run for a term of 15 years during which the unit must be occupied by an eligible low-income family. These funds are administered through the local housing authority, or through a local community development agency under contract with the Executive Office of Communities and Development (EOCD).

Who Applies:

Building owners in the designated communities should contact their local housing or Community Development office. Communities should contact EOCD.

Contact:

Local Housing Authority or
Community Development Department

or

Mr. William Riley
Bureau of Rental Assistance
Executive Office of Communities and Development
100 Cambridge Street
Boston, Mass. 02202
(617) 727-7132

or

Ms. Eleanor White
Multi-Family Housing Division
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, Mass. 02114
(617) 223-4161

RENTAL ASSISTANCE - EXISTING HOUSING

Section 8

FEDERAL-HUD

This rental assistance program is federally funded and awarded through the U.S. Department of Housing and Urban Development. Annually, the HUD Area Office distributes its allotment of Section 8 certificates to local housing authorities and to the Executive Office of Communities and Development. The certificates are then assigned on the basis of waiting lists, to an eligible low-income family for use in obtaining an apartment. Some of the Section 8 units are administered through local housing authorities, and some are administered through regional non-profit groups. For metropolitan Boston, EOCDC administers the Section 8 (existing) program directly. The procedures are fairly detailed; however, the end result is that after an approved unit has been selected and all the agreements signed, the landlord receives a monthly payment from the tenant not to exceed 30% of the tenant's income. The balance in rent is then paid by the administering agency. The term of a certificate is usually 5 years, provided the income limitations are not exceeded.

Who Applies:

Any local housing authority can respond to an annual notice of funding availability.

Contact:

Mary Ann Morrison, Director
Bureau of Rental Assistance
Executive Office of Communities and Development
100 Cambridge Street
Boston, Mass. 02202
(617) 727-5884

or

Ms. Eleanor White
Multi-Family Housing Division
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, Mass. 02114
(617) 223-4161

RENTAL ASSISTANCE PROGRAM

CHAPTER 707

STATE-EOCD

This program provides funding to local housing authorities or non-profits under contract with EOCD. These agencies in turn help eligible low-income families and individuals locate housing, and contract with the landlord for the rental subsidy. An important element of this program is the targeting of allocations as part of neighborhood improvement programs. The program also has a rehabilitation component providing an increased rental subsidy in accordance with the extent of rehabilitation work conducted.

Who Applies:

Local housing authorities and designated non-profit housing corporations.

Contact:

Mr. Fred Rupp, Director
Bureau of Rental Assistance
Executive Office of Communities and Development
Room 1406
100 Cambridge Street
Boston, MA 02202
(617) 727-7132

LOW-INTEREST REHABILITATION LOANS

Section 312

FEDERAL-HUD

Congress did not appropriate funds for this program. It is being operated on loan payment funds.

This program, administered through local governments, provides home improvement loans to property owners at low interest, so that they may repair their properties to meet local code standards and the local rehabilitation standard.

The properties must be in locally-designated target areas undergoing concentrated improvements, such as Community Development or Neighborhood Strategy Areas. Rehabilitation may be for single-family, multi-family, or mixed-use structures, with preference given to low and moderate income families and individuals.

The maximum residential loan amount is \$27,000 per dwelling unit. Applicants must show they are unable to obtain financing from other sources on comparable terms and conditions, and that they are able to repay the loan.

Who Applies:

Property owners, in the aforementioned target areas, are eligible to apply for loans.

Contact:

You are advised to contact the local HUD office to ascertain the availability of funds under this program or:

Mr. James Phieffer
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-1607

SECONDARY MORTGAGE PROGRAMS

FEDERAL-FNMA-GNMA

The Federal National Mortgage Association (FNMA) and the Government National Mortgage Association (GNMA) are two federal institutions designed to provide guaranteed mortgage loans for FHA-approved mortgages. FNMA acts as a secondary market which buys conventional and federally insured mortgages from primary lenders and provides special assistance for government-insured mortgages. These special assistance operations and the management and liquidation of its portfolio were transferred to GNMA in 1968, a newly created government-owned corporation affiliated with HUD.

Under the Special Assistance ("Tandem") Program, GNMA purchases FHA-insured and conventional mortgages at below-market interest rates, and then resells them at current market rates, generally for groups or in areas with special needs.

Who Applies:

Individual lenders or groups of lenders who have placed FHA-approved mortgages.

Contact:

Office of Corporate Planning
Government National Mortgage Association
451 7th Street S.W.
Washington, D.C. 20410
(202) 755-7141

PROPERTY IMPROVEMENT LOAN INSURANCE

Title I

FEDERAL-HUD

This program provides loan insurance to lending institutions for loans made to eligible owners or renters. The loans can be used to finance alterations and improvements to homes and non-residential structures. This program can be used effectively in conjunction with local CDBG property rehabilitation programs. Loans are also used to bring units into compliance with HUD minimum property standards for rehabilitation. Maximum loan amounts are \$15,000 for single family units, or \$7,000 per unit for multi-family structures up to a maximum of \$37,500.

Who Applies:

Any credit worthy property owner or tenant with a lease at least six months longer than the term of the loan may apply for this assistance.

Contact:

Any FHA-HUD approved lending institution.

or

Mr. Thomas Reid, Title I Representative
Boston Area Office
U.S. Department of Housing and Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-4613

MORTGAGE INSURANCE

SECTIONS 221 (d) (3) AND (d) (4)

FEDERAL-HUD

This program provides a multi-family developer with an insurance service that guarantees repayment of the mortgage in the event of default. The developer pays a percentage fee to HUD when applying for the insurance. If HUD finds the project to be feasible and marketable and that the developer is financially capable of completing the work, they issue a firm commitment for insurance. This commitment is used by the developer to obtain a conventional mortgage from an FHA-HUD approved lending institution.

Who Applies:

Private corporations, partnerships, or individual regulated as to sales, charges, capital structure, rate of return and methods of operation are eligible to apply for HUD mortgage insurance.

Contact:

Ms. Eleanor White
Multi-Family Housing Division
Boston Area Office
U.S. Department of Housing and
Urban Development
15 New Chardon Street
Boston, MA 02114
(617) 223-4161

URBAN HOMESTEADING PROGRAM

FEDERAL

The Urban Homesteading Program provides homeownership opportunities to low and moderate-income individuals who are willing to invest in a rehabilitated property. Essentially, the Urban Homesteading Program rehabilitates vacant and abandoned properties and makes them available to prospective homebuyers at a price equal to the fair market value.

Funding for the program is derived from federal Section 810 funds and CDBG funds.

The Urban Homesteading Program also offers buyers the added advantage of reducing the overall cost of the acquisition of the property through the use of "sweat equity" rehabilitation. Homesteaders are allowed credit for performing "sweat equity" repair items, usually painting and papering; however, major systems repairs are completed by the Urban Homesteading Program before the buyer occupies the property. The Program also assists homesteaders in accumulating funds for settlement costs through participation in the Homestead Property Settlement Fund. After an initial deposit, monthly payments are made for a period of up to 4 months into the fund, thus accruing funds for the necessary costs.

The Urban Homesteading Program is operated in conjunction with local neighborhood community development corporations in the following neighborhoods: Upham's Corner, Dorchester (Dorchester Bay Economic Development Corporation); Meeting House Hill, Dorchester (Ronan Neighborhood Association, Inc.); Codman Square, Dorchester (Codman Square Housing Development Corporation); Franklin Field and Roxbury (Roxbury Multi-Service Center); Jamaica Plain (Urban Edge, Inc.); and East Boston (E.P.C.D.C., Inc.).

Who applies:

Homesteaders are selected by each participating locality. The gross annual income for a single participant cannot exceed \$27,000 or \$32,000 per family.

Contact:

Joyce B. Montgomery
Real Estate Coordinator
Urban Homesteading Program
182 Tremont Street
Boston, Mass. 02111
(617) 542-0615

TAX INCENTIVES FOR REHABILITATION OF OLDER STRUCTURES

Tax incentives for rehabilitation of older commercial structures were enhanced by the Economic Recovery Tax Act of 1981 (ERTA).

If a structure is a "certified historic structure", the rehabilitation investment tax credit, normally a 10% investment tax credit, is increased to as much as 25% of the expenditures on the structure. Because of the dollar for dollar savings in Federal income tax due, the RIC (rehabilitation investment credit) or the CRIC (certified rehabilitation investment credit) are a potent incentive and shelter for owners and developers with sufficient tax liability. Owners and developers of rehabilitation projects can convert these credits into a source of venture capital by selling interests in the project to investors who desire the tax benefits, and capital appreciation generated by it. The previous tax regulations were replaced by a three-tier investment tax credit:-

Tier #1 is an RIC in the amount of 15% of rehabilitation expenses to structures at least 30 years old.

Tier #2 is a 20% RIC on structures at least 40 years old.

Tier #3 provides 25% CRIC for certified rehabilitation of certified historic structures.

The RIC is limited to rehabilitation expenditures on buildings to be used for non-residential purposes, but the CRIC is available for both residential and non-residential buildings.

The RIC and CRIC may now be taken with respect to expenditures on property leased to tax exempt organizations (or governmental units). This change permits the structuring of sale-leaseback transactions, whereby buildings in need of rehabilitation are sold to and leased back from investor groups.

The RIC and CRIC are available only if the taxpayer elects to use the straight-line method of cost recovery with respect to rehabilitation expenditures.

There are no procedures for obtaining predeterminations or approvals from IRS as to the meeting of requirements have been met if the plans are executed as proposed. Taxpayers must accordingly be careful to establish compliance with requirements prior to starting rehabilitation.

The RIC and CRIC are only available in respect to a building that has been "substantially rehabilitated". A building is considered "substantially rehabilitated" when "qualified rehabilitation expenditures during the 24 months prior to the last day of the taxable year exceed the greater of \$5000 or the adjusted basis of the building".

The adjusted basis will generally be equal to its cost of acquisition plus improvements less any permitted depreciation or cost recovery.

If a leasee is to qualify for RIC or CRIC the term of the lease would have to be at least fifteen years from the completion of the rehabilitation.

There is a regulation that 75% of the existing external walls be retained during the rehabilitation process. There are many issues that may arise in a given situation, and care to meet the regulations would have to be taken. An engineer or architect should certify that the 75% requirement has been met.

In the event that the venture is organized as a limited partnership, treatment of certain expenditures as "qualified rehabilitation expenditures" can be substantially affected by provisions of subchapter K governing taxation of partnerships.

"Soft costs" include items like appraisal fees, architectural fees, title and mortgage insurance fees, legal fees, development fees and investment advisory fees. When these fees are incurred in connection with acquisition or development of the real property, they are properly added to the cost basis of the property. The previous regulations under former section 191 provided for a 60-month amortization of certified rehabilitation expenditures. This provision is however absent from these regulations, and there may be an IRS challenge of these soft costs.

A certified historic structure includes "any building listed in the National Register of Historic Places", or "is located in a registered historic significance to such district". These regulations provide standards for certified rehabilitation, and there is a procedure to obtain a preliminary certification based upon both a State Historic Preservation Officer (SHPO) and Interior's review of the rehabilitation plans and specifications.

Obtaining preliminary approval will facilitate the sale of interests in the project to investors and will expedite final certification of rehabilitation upon its completion.

Interior must issue a final certification of the rehabilitation for the CRIC to be allowed.

It is indicated that a limited partnership is the preferred procedure to a subchapter S corporation. There appear to be several situations which would terminate S status automatically.

There are a considerable number of caveats to the entire procedure, and the advice of a tax attorney would be indicated. As an example the RIC or CRIC are subject to recapture if the property is disposed of within five full years after first being placed in service. (This would occur at the 20% per year declining rate)

The RIC and CRIC as increased by ERTA are intended to revitalize urban areas by functioning as incentives to private investment in such areas. The sale of limited partnership interests in partnerships conducting rehabilitation ventures promises to be an important source of such investment. These partnerships provide investors with the advantage of limited liability, a conduit for tax and financial benefits, and the ability to include nonrecourse financing in their bases for purposes of deducting losses.

The owner, developer, and investor should continuously evaluate all necessary requirements before commencing rehabilitation.

Who Applies:

Generally speaking, the person in the form of the syndicate or the builder makes the application for the permit. This application must be cleared at two levels.

1) The Massachusetts Historical Commission 2) The National Parks Department, a division of Interior.

Contact:

Louis L. Tucker, Director
Massachusetts Historical Commission
1154 Boylston Street
Boston, MA 02215
(617) 536-1608

Foundations

There are many foundations operating both statewide and nationwide that provide assistance to communities, orgnaizations, and occasionally individuals, involved in community planning and economic development.

The Foundation Directory, published by the Foundation Center on New York is the standard reference for information about these nongovernmental grantmaking organizations, and should be used by entities wishing to explore this resource for funding.

The following provides a representative sample of Massachusetts and national foundations involved in economic development.

The Acushnet Foundation

P.O. Box 916

New Bedford 02742

(617) 997-2811

Trust established in 1953 in Massachusetts.

Donor(s): Acushnet Company.

Purpose and Activities: Primarily local giving for community funds, hospitals, higher education, and youth agencies. No grants to individuals.

Contact:

Richard B. Young, Trustee.

Grant Application Information: Initial approach by letter or telephone; submit 1 copy of proposal; board meets as required.

Bird Companies Charitable Foundation, Inc.

Washington Street

East Walpole 02032

(617) 668-2500

Incorporated in 1967 in Massachusetts.

Donor(s): Bird & Son, Inc., Bird Machine Company, Inc.

Purpose and Activities: Broad purposes; grant emphasis on community development and natural resources. Additional consideration to projects related to corporate locations as determined by local committees. Emphasis on seed monies. No grant to individuals.

Contact:

Joseph C. K. Breiteneicher, Executive Director

Grant Application Information: Program policy statement and grant application guidelines available; initial approach by letter, telephone, or full proposal in 1 copy; board meets quarterly in February, May, August, and October.

Cabot Corporation Foundation, Inc.
125 High Street
Boston 02110
(617) 423-6000

Incorporated in 1953 in Massachusetts.

Donor(s): Cabot Corporation

Purpose and Activities: Broad purposes; emphasis on higher education, including matching employee gifts, community needs, including economic opportunity, social services, youth development, and community funds. Primarily local giving in communities near Cabot corporate installations in Texas; Douglas County, Illinois; Howard County, Indiana; St. Mary Parish and Evangeline Parish, Louisiana; Kanawha County, West Virginia; and Boston. No grants to individuals, for medical or scientific research projects, or for use outside the United States. Report published annually.

Financial Data (yr. ended 9/30/79): Assets, \$1,999,787 (M); gifts received, \$580,000; expenditures, \$706,481, including \$461,465 for 167 grants (high: \$25,000; low: \$25) and \$243,235 for matching gifts.

Officers: Thomas D. Cabot, President; Norton O. Sloan, Vice-President and Treasurer; Louis W. Cabot, Robert A. Charpie, Michael J. Widmer, Vice Presidents; Charles A. McDowell, Secretary and Executive Director.

Directors: Maryellen Cabot, Arthur H. Phillips.

Contact:

Charles A. McDowell, Executive Director.

Grant Application Information: Initial approach by telephone or letter; submit 1 copy of proposal; application deadline 1 month prior to meetings; board meets 5 times a year in January, April, June, September, and November.

Employer Identification No.: 046035227

Fidelity Foundation
82 Devonshire Street
Boston 02109

Trust established in 1965 in Massachusetts.

Donor(s): Fidelity Management & Research Company.

Purpose and Activities: Broad purposes; primarily local giving, with emphasis on hospitals, health, education, community development, and the arts. No grants to individuals.

Financial Data (yr. ended 12/31/79): Assets, \$3,466,479 (M); gifts received, \$155,000; expenditures, \$291,661, including \$277,650 for 66 grants (high: \$100,000; low: \$100).

Trustees: Edward C. Johnson, 3rd, Caleb Loring, Jr., Ross E. Sherbrooke.

Contact:

Ross E. Sherbrooke, Trustee.

Grant Application Information: Initial approach by full proposal in 1 copy; board meets annually in late fall.

Employer Identification No.: 046131201

Filene (Lincoln and Therese) Foundation, Inc.

c/o Nutter, McClennen & Fish

Federal Reserve Plaza

600 Atlantic Avenue

Boston 02210

(617) 973-9700

Incorporated in 1937 in Massachusetts.

Donor(s): Lincoln Filene

Purpose and Activities: General purposes, including particularly the scientific investigation of the causes of economic distress; grants largely for higher education, music, and the performing arts. Funds largely committed to long-term support of existing projects.

Financial Data (yr. ended 1/31/79): Assets, \$6,765,083 (M) gifts received, \$82,881; expenditures, \$575,208 including \$541,650 for 21 grants (high: \$100,000; low: \$100).

Officers and Directors: Robert M. Ladd, President John K. P. Stone, III, Secretary-Treasurer; George E. Ladd, Jr., Helen F. Ladd, David A. Robertson, Jr., John J. Robertson, Catherine F. Shouse.

Contact:

John K. P. Stone, III, Secretary.

Grant Application Information: Initial approach by letter; submit 1 copy of proposal preferably in May or January; board meets semiannually in May and January.

Employer Identification No.: 237423946

Kendall (The Henry P.) Foundation

One Boston Place

Boston 02108

(617) 723-8728

Trust established in 1957 in Massachusetts.

Donor(s): Henry P. Kendall family.

Purpose and Activities: General purposes; largely local giving, with special interests in environmental matters. No grants to individuals, for building or endowment funds, or special projects.

Financial Data (yr. ended 12/31/79): Assets, \$29,591,222 (M); gifts received, \$61,789; expenditures, \$1,524,379, including \$1,321,327 for 88 grants (high: \$100,000; low: \$100).

Officer: Robert L. Allen, Vice President.

Trustees: Henry W. Kendall, John P. Kendall, John E. Rogerson.

Contact:

Robert L. Allen, Vice-President.

Grant Application Information: Initial approach by letter; submit 1 copy of proposal; board meets as required.

Employer Identification No.: 046029103

Rowland Foundation, Inc.

P.O. Box 13

Cambridge 02138

Incorporated in 1960 in Delaware.

Donor(s): Edwin H. Land, Helen M. Land.

Purpose and Activities: Broad purposes. No grants to individuals or for building or endowment funds.

Financial Data (yr. ended 11/30/80): \$34,069,295 (M); gifts received, \$1,297,500; expenditures, \$694,141, including \$599,147 for 43 grants (high: \$55,000).

Officers: Edwin H. Land, President; Helen M. Land, Vice President and Treasurer; Philip DuBois, Vice President; Julius Silver, Secretary.

Trustees: Jennifer DuBois, Valerie Smallwood.

Contact:

Philip DuBois, Vice President.

Grant Application Information: Initial approach by letter; submit 1 copy of proposal; board meets as required.

Employer Identification No.: 046046756

Stearns (Artemas W.) Trust

c/o Clifford E. Elias

316 Essex Street

Lawrence 01840

(617) 686-3918

Trust established in 1896 in Massachusetts.

Donor(s): Artemas W. Stearns.

Purpose and Activities: Giving only in the greater Lawrence area, with emphasis on hospitals; support also for community projects and secondary schools. No grants to individuals.

Financial Data (yr. ended 12/31/79): Assets, \$1,499,436 (M); expenditures, \$115,015, including \$100,520 for 23 grants (high: \$22,000; low \$500).

Trustees: Joseph F. Bacigalupo, Clifford E. Elias, Vincent P. Morton, Jr.

Contact:

Clifford E. Elias, Trustee.

Grant Application Information: Initial approach by letter or full proposal in 3 copies; submit proposal preferably in January or February; application deadline March; board meets quarterly.

Employer Identification No.: 042137061

Cummins Engine Foundation

1000 Fifth Street

Columbus 47201

(812) 379-8617

Incorporated in 1954 in Indiana.

Donor(s): Cummins Engine Company, Inc.

Purpose and Activities: Giving focused primarily on local community needs and on education; grants also for national needs which combine equal opportunity and excellence. No grants to individuals. Report published annually.

Financial Data (yr. ended 12/31/79): Assets, \$10,290,026 (M); gifts received, \$3,784,695; expenditures, \$2,867,755, including \$2,109,824 for 103 grants (high: \$285,842; low: \$1,980) and \$184,355 for matching gifts.

Officers and Directors: Henry B. Schacht, Chairman; Richard E. Stoner, Vice-Chairman; James A. Henderson, President; Diana Chambers Leslie, Executive Director; Ted L. Marston, Secretary; John T. Hackett, Treasurer; Hanna Gray, J. Irwin Miller, Charles W. Powers, E. Don Tull.

Contact:

Diana Chambers Leslie, Executive Director

Grant Application Information: Initial approach by full proposal in 1 copy; board meets quarterly.

Employer Identification No.: 356042373

Lilly Endowment, Inc.

2801 North Meridian Street

P.O. Box 88068

Indianapolis 46208

(317) 924-5471

Incorporated in 1937 in Indiana.

Donor(s): J. K. Lilly, J. K. Lilly.

Purpose and Activities: "The promotion and support of religious, educational or charitable purposes." Giving emphasizes projects that depend on private support, with a limited number of grants to government institutions and tax-supported programs. Special interest in innovative programs that seek to produce positive changes in human society, promote human development, strengthen independent institutions, encourage responsive government at local, state, and national levels, and improve the quality of life in Indianapolis and Indiana. Grants for health care, biological and physical science research, housing, transportation, environment, mass media, or population; rarely for building or endowment funds, scholarships, or for more than a two-year period. No grants to individuals. Report published annually.

Financial Data (yr. ended 12/31/79): Assets, \$812,877,257 (M); expenditures, \$24,345,807, including \$20,703,626 for 321 grants (high: \$5,000,000; low: \$5,730).

Officers: Thomas H. Lake, Chairman and President; Richard O. Ristine, Executive Vice President and Secretary; Robert A. Johnson, Executive Vice President and Treasurer; Laura A. Bornholdt, Vice President, Education; Robert W. Lynn, Vice President, Religion; James T. Morris, Vice President.

Directors: Byron P. Hollett, Eli Lilly II, Eugene F. Ratliff, Margaret Chase Smith, Herman B. Wells, Richard D. Wood.

Contact:

Richard O. Ristine, Executive Vice President.

Grant Application Information: Program policy statement and grant application guidelines available; initial approach by letter; submit 1 copy of proposal; board meets 5 times a year in February, April, June, September, and November.

Employer Identification No.: 350868122

Mott (Charles Stewart) Foundation
Mott Foundation Building
Flint 48502
(313) 238-5651

Incorporated in 1926 in Michigan.

Donor(s): Charles Stewart Mott, and family

Purpose and Activities: Supports community functioning through grants for expressing individuality; expanding personal horizons; citizenship; volunteer action; counteracting root causes of alienation; community identity and stability; community renewal; fostering institutional openness; better delivery of services; and training in and improving practices of leadership. Pioneer in community education concept. No grants to individuals or for building or endowment funds. Report published annually.

Financial Data: (yr. ended 12/31/79): Assets, \$407,115,114 (M); expenditures, \$32,331,540, including \$28,937,800 for 354 grants (high: \$1,900,000; low: \$107).

Officers: C.S. Harding Mott, Chairman and Treasurer; William S. White, President; Homer E. Dowdy, Senior Vice President for Planning and Dissemination; George Berkaw, Jr., Consulting Vice President, Investments; Robert E. Swaney, Vice President for Investments; Frank Gilsdorf, Vice President for Program Administration; Lawrence R. Doyle, Secretary-Treasurer.

Trustees: Joseph A. Anderson, William S. Ballenger, Jr., Charles B. Cumings, Maryanne Mott Meynet, C.S. Harding Mott, II, Willa B. Player, John W. Porter, Harold P. Rodes, George L. Whyel.

Contact:

Frank Gilsdorf, Vice President for Program Administration.

Grant Application Information: Program Statement and grant application guidelines available; initial approach by letter; board meets bimonthly beginning in February.

Employer Identification No.: 381211227

The Ford Foundation
320 East 43rd Street
New York 10017
(212) 573-5000

Incorporated in 1936 in Michigan.

Donor(s): Henry Ford. Edsel Ford.

Purpose and Activities: To advance the public welfare by trying to identify and contribute to the solution of problems of national and international importance. Grants primarily to institutions for experimental, demonstration, and developmental efforts that are likely to produce significant advances within the Foundation's fields of interest:

improvement of educational quality and opportunity in schools, colleges, and universities, including alternative approaches to learning, school and university organization, management, and policy, training of teachers and administrators, research on learning, work on educational financing, increasing educational opportunities for minorities; resource management and ecology, analysis of energy policy, research on international environmental problems; support of minority-operated community development corporations; job training and manpower research; assistance to the severely disadvantaged including supported work experiments; civil rights, and white working-class problems; tenant management of housing; research on equal opportunities for women; day care services; research, training and experiments in corrections, and criminal justice; police training, administration, and advisory services for local, state, and regional government; humanities; performing arts; communications; international relations and world problems; assistance in the developing nations in agriculture, family planning, and economic and social research; international law; security and arms control studies and conferences; family planning research and training in reproductive biology. Report published annually, supplemented by newsletters, special reports, new releases and pamphlets.

Financial Data (yr. ended 9/30/80): Assets, \$2,782,942,000 (M); expenditures, \$135,835,000, including \$95,746,000 for 1,900 grants (high: \$5,000,000; low: \$500) and \$7,634,000 for programs.

Officers: Franklin A. Thomas, President; Howard R. Dressner, Vice President and Secretary; Alvin N. Puryear, Vice President for Organization and Management; Francis X. Sutton, Louis Winnick, Deputy Vice Presidents; Willard J. Hertz, Deputy Secretary.

Trustees: Alexander Heard, Chairman; Rodrigo Botero, Ralf Dahrendorf, William H. Donaldson, Hedley Donovan, James R. Ellis, Nina G. Garsoian, Walter A. Haas, Jr., Mrs. Dorothy N. Marshall, Donald S. Perkins, Harriet S. Rabb, Irving S. Shapiro, Soedjatmoko, Edson W. Spencer, Glenn E. Watts.

Contact:

Howard R. Dressner, Secretary or Willard J. Hertz, Deputy Secretary.

Grant Application Information: Program policy statement and grant application guidelines available; initial approach by letter; submit 1 copy of proposal; board meets quarterly in September, December, March, and June.

International Paper Company Foundation
International Paper Company Plaza
77 West 45th Street
New York 10036
(212) 536-5986

Incorporated in 1952 in New York.

Donor(s): International Paper Company.

Purpose and Activities: Broad purposes; grants primarily for model projects in Company communities and selected programs with potential national impact, with focus on pre-college levels of economic and career education, programs for minorities and women's career development, and community and cultural affairs. Operates own program of Aid to Public Secondary Education. No grants to individuals or for endowment funds.

Financial Data (yr. ended 12/31/70): Assets, \$13,159,297 (M); gifts received, \$2,183,429; expenditures, \$2,162,773, including \$1,722,714 for 175 grants (high: \$406,442; low: \$500) and \$160,279 for 933 matching gifts.

Officers: F. Lee Foster, President Sandra L. Kuntz, Gladys F. Wlatemade, Vice Presidents; F. Winifred Brown, Secretary; John McDonough, Treasurer.

Directors: William Dodenhoff, Arthur W. Harrigan, Ralph W. Kittle, William L. Lurie, Dana G. Mead, William R. Pollert, John J. Stephens, Gardiner L. Tucker.

Contact:

Sandra L. Kuntz, Vice President, Education Programs; Gladys F. Waltemade, Vice President, Contributions and Administration.

Grant Application Information: Program policy statement and grant application guidelines available; initial approach by letter, telephone, or full proposal in 1 copy; application deadline previous summer for next calendar year; board meets in spring, fall and as required.

Employer Identification No.: 136155080

Lavanburg (Fred L.) Foundation
950 Third Avenue, 30th floor
New York 10022
(212) 371-5060

Incorporated in 1927 in New York.

Donor(s): Fred L. Lavanburg

Purpose and Activities: Major objectives related to the improvement of low and middle income housing and design, the development of neighborhood, city and regional planning, and the movement to resolve problems associated with family and community living. No grants to individuals, for building or endowment funds, or operating budgets. Foundation initiates most of its own programs.

Financial Data (yr. ended 12/31/79): Assets, \$1,239,216 (M); expenditures, \$91,469, including \$19,500 for 4 grants (high: \$10,000; low: \$500).

Officers: Oscar S. Straus, President; Roger W. Straus, Jr., Vice President; Rowley Bialla, secretary; Richard M. Rossbach, Treasurer; Miss Ruth M. Glover, Executive Director.

Trustees: Mrs. Myron S. Falk, Jr., Leonard A. Hockstader II, Philip C. Johnson, James A. Kingsland, Peter O. Lawson-Johnston, Oscar S. Schaier, Jr., Roger Schafer.

Contact:

Miss Ruth M. Golver, Executive Director.

Grant Application Information: Initial approach by letter or full proposal in 1 copy; submit proposal preferably in the fall; board meets as required.

Norman Foundation, Inc.
730 Fifth Avenue, Suite 2001
New York 10019
(212) 582-7590

Incorporated In 1935 in New York.

Donor(s): Aaron E. Norman, and directors of the Foundation.

Purpose and Activities: Broad charitable purposes; major interests include the protection of civil rights and civil liberties, and, in general, broadening and improving the quality of citizen participation particularly in the economic processes of American communities. No grants to building and endowment funds, to individuals, or to provide ongoing support for programs which are not essentially innovative or demonstrative or for organizations having broad public support. No grants for films, publications, conferences, or broadcasting; no funds for research, scholarships, or fellowships. Report published triennially. Financial Data (yr. ended 12/31/79): Assets, \$6,045,105 (M); gifts received, \$5,000; expenditures, \$464,383, including \$380,000 for 78 grants (high: \$32,500; low: \$100).

Officers: Andrew E. Norman, Chairman and Treasurer; Frank A. Weil, President; Lucinda W. Bunnan, Phoebe W. Franklin, Vice Presidents; Nancy N. LaSalle, Secretary; Judy A. Austermler, Program Director.

Directors: Andrew D. Franklin, Deborah W. Harrington, Abigail Norman.

Contact:

Judy A. Austermler, Program Director

Grant Application Information: Program policy statement and grant application guidelines available in triennial report; initial approach by full proposal in 1 copy; board meets quarterly in February, June, October, and December.

Employer Identification No.: 131862694

Rockefeller Brothers Fund
1290 Avenue of the Americas
New York 10104
(212) 397-4800

Incorporated in 1940 in New York.

Donor(s): John D. Rockefeller, Jr., Mrs. Martha Baird Rockefeller, Mrs. Abby Rockefeller, David Rockefeller, John D. Rockefeller 3rd, Laurance S. Rockefeller, Nelson A. Rockefeller, Winthrop Rockefeller.

Purpose and Activities: Grants to local (metropolitan New York), national, and international nonprofit organizations. Interests include New York City (cultural affairs, economic development, human services, public education); national (domestic development banking, American farmland preservation, employment policy and job development, and the well-being of the private nonprofit sector); and international (international relations with emphasis on cooperation between People's Republic of China and U.S. and multilateral relationships in the Pacific community; economic development in the Caribbean islands, Central America, Mexico, and Colombia; and human dignity, individual liberties, and the law). No grants or loans to individuals, for building or endowment funds, nor as a rule to individual hospitals, churches, or community centers. Report published annually.

Financial Data (yr. ended 12/31/79): Assets, \$162,547,537 (M); gifts received, \$15,262; expenditures, \$34,608,310, including \$32,641,681 for 201 grants (high: \$1,000,000; low: \$10,000).

Officers: William M. Dietel, President; Russell A. Phillips, Jr., Vice President and Secretary; David G. Fernald, Treasurer.

Trustees: David Rockefeller, Chairman; Laurance S. Rockefeller, Nancy Hanks, Vice Chairmen; Dana S. Creel, Gerald M. Edelman, James A. Kissinger, George Putnam, Blanchette H. Rockefeller, David Rockefeller, Jr., Laurence Rockefeller, Steven C. Rockefeller, Winthrop P. Rockefeller,

Contact:

Russell A. Phillips, Jr., Vice President

Grant Application Information: Initial approach by letter, full proposal in 1 copy, or telephone; board meets 3 times a year in March, June, and November.

Rothschild (Herbert and Nannette) Fund, Inc.
c/o David Tarlow & Co.
60 East 42nd Street
New York 10165

Incorporated in 1948 in New York.

Donor(s): Herbert M. Rothschild, Nannette F. Rothschild, and others.

Purpose and Activities: Broad purposes; general giving, with emphasis on the arts, including museums, community development, and religious associations.

Financial Data (yr. ended 12/31/79): Assets, \$1,980,669 (M); expenditures, \$201,387, including \$183,402 for 139 grants (high: \$56,819; low: \$10)

Officers and Directors: Judith R. Myrer, Vice President; Roger A. Michaels, Secretary; Robert F. Rothschild, Treasurer; Nannette F. Rothschild.

Whitney (John Hay) Foundation
111 West 50th Street
New York 10020
(212) 582-5252

Incorporated in 1946 in New York.

Donor(s): John Hay Whitney.

Purpose and Activities: Support for individuals involved in discriminatory environments to conduct action projects with emphasis on community economic development. No support for academic or general research; no grants for building or endowment funds or operating budgets. Report published annually. Financial Data (yr. ended 6/30/80): Assets, \$348,706 (M); gifts received, \$1,347,180; expenditures, \$1,073,815, including \$678,832 for 32 grants (high: \$30,000; low: \$1,500).

Officers: John Hay Whitney, Chairman and President; Kate R. Whitney, Vice President; Frank S. Streeter, Secretary and Treasurer; Leeda P. Marting, Executive Director.

Trustees: Lewis H. Butler, Harld Howe II, Vernon E. Jordan, Jr., Franklin A. Thomas, Betsy Cushing Whitney, Sara R. Wilford.

Contact:

Leeda P. Marting, Executive Director.

Grant Application Information: Program policy statement and grant application guidelines available; initial approach by letter; submit proposal in January, May, August, or November; board meets quarterly in February, June, October, and December.

Employer Identification No.: 131656660

United States Steel Foundation, Inc.

600 Grant Street, Room 6284

Pittsburgh 15230

(412) 433-5238

Incorporated in 1953 in Delaward.

Donor(s): United States Steel Corporation, and certain subsidiaries.

Purpose and Activities: Support to higher education, primarily the private sector, including college and university development grants, special purpose grants, project assistance, manpower development grants, and support to educational associations; scientific and research grants, including capital, operating, project, and research support; civic and cultural grants for capital and operating needs; medicine and health grants for research, capital, and operating purposes; and national and community social services support, including united funds, American Red Cross and other voluntary agencies. No grants to individuals. Report published annually.

Financial Data (yr. ended 11/30/79): Assets, \$28,461,080 (M); gifts received, \$3,700,000; expenditures, \$6,441,329, including \$6,394,075 for 434 grants (high: \$830,000; low: \$50).

Officers: David M. Roderick, Chairman; William R. Roesch, President; Raymond D. Ryan, Vice President and Treasurer; G. O. Harrison, Vice President- Investments; James T. Hosey, Vice President and Executive Director; Bracy D. Smith, Vice President; Charles G. Schwartz, Secretary.

Trustees: William O. Beers, John D. De Butts, John H. Filer, Edwin H. Gott, Shearon Harris, Raymond H. Herzog, Charles F. Myers, Jr., Walter H. Page, Robert C. Scrivener, Mark Shepard, Jr., Donald B. Smiley, W. Bruce Thomas, Wilbert A. Walker, T. A. Wilson.

Contact:

James T. Hosey, Executive Director

Grant Application Information: Program policy statement and grant application guidelines available in annual report; initial approach by letter, submit 1 copy of proposal; board meets as required.

Identification No.: 136093185

MANPOWER TRAINING ASSISTANCE

Both financial assistance and direct training activities are offered to expanding firms in Massachusetts. It is important to explain that most of the direct training programs are decentralized at the local or regional level. Federally financed training, cash reimbursements and practical training services may be obtained through local or regional agencies. Listed below are the types of assistance which may be available to an individual firm depending on the needs of that firm.

General information and explanations may be obtained by a company from the Massachusetts Department of Commerce in Boston, Massachusetts.

JOB TRAINING PARTNERSHIP ACT (JTPA)

Federal

The Job Training Partnership Act, passed in October of 1982, is a federally funded program designed to provide employment-oriented training to disadvantaged youths and adults, and retraining to dislocated workers. In many ways, JTPA represents a significant departure from previous employment and training policies. The new Act, for example, provides a stronger role for two key participants in the system - the Governor, and the private sector.

The Governor shall now play a central role in the administration of employment and training programs. As the principal recipient of federal funds, the Governor will assume a major part of administrative and oversight responsibilities for local programs. The Governor of each state shall establish a State Job Training Coordinating Council to advise him on matters related to job training in the state. This council will assist him in designating new areas within which local job training services will be delivered (Service Delivery Areas).

Within these new Service Delivery Areas, a new public-private partnership is to be established, responsible for the design and operation of job training programs. A business-dominated Private Industry Council shall be established within each SDA to serve as a partner with local elected officials in developing these training programs and policies. This new emphasis provides local employers with an important role in determining the mix and types of training to be provided in the community. This involvement is designed to ensure a better match between local business needs and available labor.

In placing a strong emphasis on the provision of training, the new Act strictly limits the allowable use of funds. With the exception of selected funds reserved for use by the Governor, 70 percent of available funds are required to

be spent on training. In addition, not more than 15 percent may be spent for supportive service costs. Under certain conditions, however, a local PIC may request a waiver of the 15 percent limitation on supportive services.

Local training services may include activities such as on-the-job training, institutional and classroom training, remedial education and basic skills instruction, job search assistance and counseling, and, at local option, exemplary youth aged 16 through 21. While 90 percent of participants must be economically disadvantaged, up to 10 percent may be served regardless of income if they face severe barriers to employment.

In addition to these local programs, separate funding has been provided for a new State-administrated program for dislocated workers. This program will provide training and related employment assistance for workers who have been laid off due to a permanent closing of a plant or facility, for unemployed persons who are unlikely to return to their previous industry or occupation, and for the long-term unemployed with few prospects for re-employment. Services may include activities such as job search assistance, retraining, pre-layoff assistance, and relocation. To qualify for assistance, States must match federal funds dollar for dollar, although the matching requirement is reduced if the State's unemployment rate exceeds the national average.

Who Applies:

Any employer interested in participating.

Contact:

Ms. Catherine Stratton, Associate Secretary
Department of Manpower Development
Charles F. Hurley Bldg., 4th floor
Boston, MA 02114
(617) 727-2252, 6230

BAY STATE SKILLS CORPORATION

BSSC

The Bay State Skills Corporation (BSSC) is a funding organization. Created by the State Legislature and funded with \$3 million, the Corporation is charged with the mandate of increasing education and skills training programs throughout the Commonwealth.

The quasi-public corporation was created:

to encourage and facilitate the formation of comprehensive cooperative relationships among business, industry, labor, government, and education, and thereby develop and expand programs of skills training that are consistent with employment needs.

to provide grants to educational and training institutions to fund skills training programs consistent with employment needs, to be matched with equal private sector support.

to collect and disseminate information on present and future employment needs as well as the availability of skills training and education in these areas.

The Corporation works to increase the availability of skilled workers in Massachusetts by awarding grants to education and training institutions. In order to receive BSSC support, these institutions must:

Be located in Massachusetts and be non-profit institutions;

Offer programs of specific skills training that meet demonstrated employer need;

Link up with one or more private companies, which have both expressed a need for skilled people and are willing to provide at least one dollar of private match for every dollar sought from BSSC.

The Corporation funds programs of skills training at all levels, from entry level to advanced, and receives applications for grants throughout the year.

The Corporation contracts with the educational institution, which, in turn,

enters into an agreement with the participating private companies. These companies are under no obligation to hire the men and women they help to train but are encouraged to compete for them in the employment marketplace.

Who Applies:

Industries that cannot find enough skilled people- technicians, machine operators, engineers, clerical workers, laboratory assistants, and others.

Contact:

Susan K. Moulton
Executive Director
101 Summer Street
Boston, MA 02110
(617) 292-5100

A GUIDE TO STATE ACRONYMS

CARD	FmHA
Commercial Area	Farmers Home Administration (US)
Revitalization District (MA)	
CDRG	FHWA
Community Development	Federal Highway Administration (US)
Block Grant (US)	
	FNMA
	Federal National
CDFC	Mortgage Association (US)
Community Development	
Finance Corporation (MA)	GNMA
	Government National
CEDAC	Mortgage Association (US)
Community Economic Development	
Assistance Corporation (MA)	HUD
	U.S. Department of Housing and
CEED	Urban Development
Community Enterprise	
Economic Development (MA)	JTPA
	Job Training Partnership Act
CEIP	
Coastal Zone Management (MA)	MBDC
	Massachusetts Business
CZM	Development Corporation
Coastal Zone Management (MA)	
	MCRC
DCS	Massachusetts Capital
Division of Conservation Services (MA)	Resource Corporation
DMD	MHC
Department of	Massachusetts Historical Commission
Manpower Development (MA)	
	MHEA
DOT	Massachusetts Housing Finance Agency
U.S. Department of Transportation	
	MHMFA
DPW	Massachusetts Home Mortgage Finance
Department of Public Works	Agency
DWPC	MIFA
Division of Water	Massachusetts Industrial Finance
Pollution Control	Agency
EDA	MTDC
Economic Development	Massachusetts Technology
Administration (US)	Development Corporation
EOEA	NHS
Executive Office of	Neighborhood Housing
Environmental Affairs (MA)	Services

EOEA	NSA
Executive Office of	Neighborhood Strategy Area (US)
Economic Affairs (MA)	
EOCD	SBA
Executive Office of Communities	Small Business Administration (US)
and Development (MA)	
EOTC	UDAG
Executive Office of Transportation	Urban Development Action Grant (US)
and Construction (MA)	UMTA
	Urban Mass Transit Administration (US)

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